

Answer

Barbara Chase.

ADMINISTRATIVE FILE

American Baker
Association

X

October 29, 1962

Mr. Dave Kaplan
The Economics of Distribution Foundation
500 Fifth Avenue, Room 3930
New York 36, New York

Dear Dave:

The attached communication is being
forwarded to you for your information.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2 - 2831

Office of the Secretary

October 25, 1962

Dear Mr. Gibbons:

On behalf of the officers, governors, and members of the American Bakers Association, I wish to thank you most sincerely for the excellent address you delivered at the Industrial Relations Luncheon Meeting on Monday.

Your talk, "The Baking Industry - a Critical Look," was very well received and helped much to stimulate the thinking of our members.

We are very grateful to you for the important contribution you made to the 1962 meeting.

Again thanking you, and with kindest regards and best wishes, I remain

Yours sincerely,

A handwritten signature in cursive script, likely belonging to Harold Fiedler.

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:lft

Mr. Harold J. Gibbons
Executive Assistant to the General President
International Brotherhood of Teamsters
Washington 1, D. C.

ADMINISTRATIVE FILE
*American Bakers
Association*
X

October 25, 1962

Mr. Arthur T. Joyce
National Affairs Editor
Bakers Weekly
71 Vanderbilt Avenue
New York 17, N. Y.

Dear Mr. Joyce:

Thank you for your letter of October 19th.
I am happy if I have made a contribution to the meeting in
Chicago.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Bakers Weekly

71 VANDERBILT AVENUE, NEW YORK 17, NEW YORK, MURRAY HILL 6-2200

THE BUSINESS MAGAZINE OF THE BAKING INDUSTRY

October 19, 1962

Mr. Harold J. Gibbons, Vice President
25 Louisiana Ave., N. W.
Washington 1, D. C.

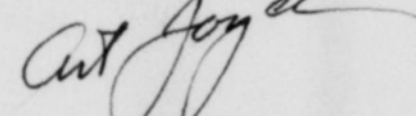
Dear Harold:

You will remember that quickie chat I had with you on the platform at ABA after you finished your talk. I had two purposes: one was to join in the congratulations that you were getting from all sides on a hard-hitting performance; the other was to mention that we had an editorial in our forthcoming issue that I thought you'd find of more than usual interest.

You went out of your way to pay tribute to the work done and being done by Dave Kaplan through the Economics of Distribution Foundation. My editorial theme was based on the latest Seminar of ECD. Here's a copy -- just off the press. *(See p. 25)*

There'll be disagreement on some phases of your talk, but I know you expect that. It was a fine follow-up for the one you made at the Bakers Club in New York and which we were glad to print. As I told you in a note of June 22 -- we had an excellent reaction. I'll also repeat the suggestion I made in that note -- that we keep in close touch with each other, and exchange any information that will help promote our common goal.

Yours,



Arthur T. Joyce
National Affairs Editor

ATJ/jc
enc.
cc: D. Kaplan

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October 18, 1962

Mr. Harold I. Gibbons
Exec. Ass't. to General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

AMERICAN BAKERS
ASSOCIATION

Dear Harold:

Just a word to tell you how much I enjoyed your presentation at the American Bakers Association and although I missed the very beginning of it because of another short meeting I had, I got to hear most of it.

I wanted to tell you how much I enjoyed it, how thought provoking your speech was and how good it was of you to come to talk to us poor bakers.

I know your remarks will leave an indelible impression and, as you said, we have to talk things out before we can act on them.

Thanks for a great job, well done!

Sincerely,

Don E. Copeell
President

DFC:RW

ADMINISTRATIVE FILE

American Bakers Ass'n.

X

X

ADDRESS

BY

HAROLD GIBBONS

Vice President and
Executive Assistant to the General President
International Brotherhood of Teamsters

BEFORE

INDUSTRIAL RELATIONS DIVISION

AMERICAN BAKERS ASS'N.

OCTOBER 15, 1962

SHERMAN HOTEL, CHICAGO, ILLINOIS

Unlike labor movements in Europe, the labor movement in the United States is nonpolitical, in the sense that it is not interested in seizing control of the powers of the state and using them to transform the economic system. Unlike the European labor movements, it is not interested in overthrowing the capitalist system and private ownership of property and substituting a socialistic system, with collective state ownership of the means of production, distribution, and exchange. The American labor movement accepts capitalism, private property, and the enterprise system; and seeks to improve the lot of the worker, to promote the welfare of the worker, under these institutions.

The American labor movement is largely an economic movement, because it depends primarily on collective bargaining to achieve its aims. By that I do not mean that it avoids legislation. To the contrary, many times it uses political action and legislation to very great effect. But in large part its legislative role is secondary, and is meant to remove burdens and enhance and supplement its use of economic means or collective bargaining. Only in cases of meeting economic hazards which unions could not cope with on a collective bargaining basis do they use legislation as a primary method of promoting workers' welfare.

Now, it was not always thus. The labor movements that preceded the Congress of Industrial Organizations and the American Federation of Labor did not profess collective bargaining as their aim. They were more interested in devising means of aiding the worker to escape from the wage system. They backed the Homestead

Laws with the slogan, "Vote yourself a farm." They backed cheap credit as a means of furthering self-employment.

American labor leaders and intellectuals backed the Utopian Socialist community of Robert Owen in New Harmony, Indiana, and of Charles Fourier's, called Brook Farm in Massachusetts. Such leaders of American thought as Horace Greeley and Albert Brisbane helped to promote Brook Farm. The object of these Socialist communities was to prove by example the superiority of cooperation and harmony as economic and social motives to class conflict and competition.

The National Labor Union, formed after the Civil War, backed Greenbackism and the convertible credit scheme as a means of getting money to start producers' cooperatives, and put all workers in business for themselves. The chief aim of the Knights of Labor was the promotion of producers' and consumers' cooperatives. The workingmen's societies of the latter part of the nineteenth century were forums for the discussion of the Socialist programs of Ferdinand La Salle and Karl Marx.

The present emphasis on collective bargaining by the labor movement is the result of a long history of social experimentation with philosophies and programs to improve the lot of the workingman. The experimentation was not planned, and the choice of collective bargaining was not deliberate. The process was on a social level, analogous to natural selection and the survival of the fittest in the biological sciences. Collective bargaining was the philosophy and method that best fitted the American economic, political, and social environment; and thus it survived and became dominant, while other programs failed, died or were submerged.

The labor movement that has emerged, some have said, had no philosophy and had no program except "more, more, more." Those who say that have not seen the forest for the trees. When one looks beyond the particulars of labor negotiations or a drive for labor-sponsored economic legislation, one finds labor constantly striving to establish a system of workers' rights, that is to say, human rights connected with the job or related to protecting him against economic hazards to which he is exposed. A multiplicity of such rights are now in existence.

But, before these individual rights could be built up, two great charter rights had first to be established. One was the right to vote. The second was the right to collective bargaining.

American labor was the first working class of any nation to gain the right to vote. In Great Britain, city workers were not granted suffrage until 1867, and agricultural workers not until 1885. In the United States most of the Northern States of the union adopted universal manhood suffrage before 1830.

Winning the right to vote established for the workers the fundamental right to political citizenship, the right to participate in making the rules of the state. Through collective bargaining the worker gains the right to industrial citizenship, the right to participate in making the rules which govern the job at which he works.

Collective bargaining had a hard struggle with the law before it became established as legitimate. In the year 1805 a learned judge held a union of Philadelphia shoemakers to be illegal. He said: "A combination of workmen to raise their wages may be

considered in a twofold point of view: one is to benefit themselves; the other is to injure those who do not join their society. The rule of law condemns both."

That decision applied the doctrine of criminal conspiracy to unions. It was not until 1842 that a new trend was set in the celebrated case of Commonwealth vs. Hunt, in which Chief Justice Shaw, of the Supreme Judicial Court of Massachusetts, found that labor unions could function so long as the end to be achieved by them was not illegal and they used legal means to achieve that end.

From then until now we have had 100 years of testing the legality of the objects and methods of labor unions. The vicissitudes of that struggle make very interesting history, but we can't enter into that now. Suffice it to say that by the thirties the encouragement of collective bargaining was made a part of the public policy of the United States. The Norris-LaGuardia Act, the Railway Labor Act, section 7-A of the National Industrial Recovery Act, and the National Labor Relations Act are the most important legislation embodying a statement of this public policy.

Through the use of these fundamental rights--the right to vote, political citizenship, and the right to organize and bargain collectively, economic citizenship--workers have been able to establish a whole series of individual human rights. These rights proceed in two streams--collective bargaining and legislation.

Before seniority provisions were written into labor contracts, a worker's tenure in his job was subject to the arbitrary discretion of the employer to lay him off, fire him

without cause, demote him, transfer him to more disagreeable work, and subject him willy-nilly to any number of hazards and indignities inherent in a master-servant relationship. With the establishment of seniority provisions, limits are placed on the employer's authority, and the employees gain the right to job tenure as something they have earned by years of service on the job.

The right to a definite wage rate which could not be changed at the discretion of the employer did not exist for the ordinary worker before these provisions were established by their unions. Limitations on hours of work, starting time, quitting time, limitation on split shifts, provision of certain tools, work clothes, certain safety and sanitary devices, protection against the elements, and numerous other provisions negotiated by unions through collective bargaining and written into contracts can be analyzed from the viewpoint of the creation of workers' rights which formerly did not exist.

The unions are constantly engaged in protecting these rights and creating new ones. Paid holidays, paid vacations, paid sick leave, group insurance, hospitalization benefits, and pension plans, all of which in the twenties were lures by which a welfare capitalism hoped to defeat the unions, are now part of the common demands of unions in collective bargaining negotiations, and are written into labor contracts. As a result, workers now receive these benefits, not as a gratuity from a benevolent employer, which could be bestowed or denied at the employer's discretion, but as a right to which he is entitled, because he has earned it by his labor in the same way in which he earns his wages.

Labor unions are also engaged in securing social security legislation which creates rights to protection for the worker against the common economic hazards. Many of these hazards are beyond the ability of any single employerwide, industrywide, or even unionwide group to cope with successfully, and produce best results when approached on a statewide or nationwide level.

Before such legislation was adopted, relief from the distress of these economic hazards was a matter of personal responsibility and private or public charity. No rights to benefits existed; and no collective responsibility, outside poor laws, with their humiliating means tests, was recognized. Many private organizations, including workers' benefit societies, were created to meet such needs.

Before labor organizations acted as bargaining agents of workers, they acted as benefit societies aiding their members in time of distress. They helped to provide relief when a worker's income was cut off, through accident, sickness, unemployment, or death. Many of these functions are still carried on by labor unions. Employers, too, some out of feelings of philanthropy, many out of desires to supplant the unions and alienate the loyalty of their workers from labor organizations, set up their own relief systems. The former was a system of self-help, the latter a system of paternalism. Neither was based on recognition of any industrial or social obligation. Neither changed the concept of individual responsibility, and neither developed any industrial or social right.

The first effort to transform the concepts of individual responsibility and voluntary relief into a system of industrial rights was the development of employers' liability laws and workmen's compensation systems. Before the development of these laws, the cost of industrial accidents was largely borne by the victim. The common law defenses--of fellow servant, assumption of risk, and contributory negligence--easily enabled employers to escape responsibility for industrial accidents and thus shift the full burden of these industrial hazards to his employees.

The enactment of these laws did three outstanding things. They established a social liability for industrial accidents, they enabled the worker to present his claims as a right to which he was legally entitled, and they made the expense of workmen's compensation a legitimate charge against production, which spread the money cost of industrial accidents among all purchasers of the product.

The alleviation of distress caused by unemployment was the next field that was transformed from a system of individual responsibility and relief into a system of social obligation and human rights through the adoption of unemployment compensation acts. Through these laws part of the loss of income through involuntary idleness is shifted from the individual and is recognized as an industrial liability, the expense of which is spread among industry generally, becomes a production cost, and is passed on to all purchasers of industry's products.

What workmen's compensation acts did for the victims of industrial accidents, and unemployment compensation acts did for the unemployed, the old age benefit provisions of the Social Security

Act are doing for the aged worker who must retire from employment. Under these provisions he is entitled to an annuity as a legal right, and is not marked as the recipient of public or private charity.

Piece by piece we are developing a system of welfare, based on concepts of social obligation, industrial liability, and human rights, which preserves the dignity of the individual; and we are abandoning the concept of individual responsibility for industrial and social hazards.

These rights, whether provided by collective bargaining or social security legislation, are all job-connected rights. They are developed through placing limitations on the arbitrary power of economic superiors and through providing a collective responsibility for social and economic hazards which were formerly considered the sole responsibility of the individual. Through establishing that, benefits are provided as part of the return for services rendered, that is, earned through the performance of work just as wages are earned. Such provision immeasurably increases the personality stature and the feeling of dignity of the individual worker.

I have herein identified American unions with a developing economic citizenship, a job democracy, which is just as important to the worker as political democracy.

These rights were achieved by struggle step by step, inch by inch. It was through these struggles that the character of the labor movement was fashioned. The action and the programs and the attitudes of working men, their unions and labor leaders were fashioned as a result of this history of struggle.

Everything, every improvement in working conditions - lowering of working hours, job security, increases in wages - protection against economic hazards had to be won the hard way. If this is true of the labor movement generally, it is doubly true of the Teamsters. Many of the occupations which are now organized by the Teamsters until comparatively recently even lagged behind industry in general in the improvements made. This was especially true in the distribution fields.

The Baking Industry as an example for driver salesmen lagged behind other industries in adopting the 5 day week and there are still some few areas where the driver salesmen work 6 days at straight time wages.

The industry is suffering from this lag in a curious way. Recently the Department of Agriculture published figures showing that using the years of 1947 - 1949 as a base, the all food items group in the consumer price index increased by 18% while the retail price of white bread went up 55%. A substantial part of the difference in the increase is due to the fact that the 5 day week was already in effect and the cost already reflected in the prices of the products of the other industries with which the comparison was made prior to the base period selected for the comparison and the Baking Industry had to pass on the cost of putting the 5 day week into effect after the base period, and so now must

suffer the consequences of this invidious comparison.

Management in Baking Industry has not been a pioneer in initiating improvements in labor standards. The Teamsters has to achieve these improvements by hard struggle against strong opposition. I do not say this just to be critical, but to explain why union workers and union representatives behave the way they do when confronted by demands for change by management. They are suspicious that these moves are an onslaught on their hard won gains.

The International Brotherhood of Teamsters is concerned over the serious problems confronting both our members and bakery operators in the baking industry. The problems are complex -- and therefore the solutions are not simple.

To solve these common problems requires full and intelligent discussion and mutual education before we get to the bargaining table. There is a basic need for our union and the industry to meet and intelligently exchange ideas in a calm atmosphere. I will discuss this in more detail later.

We recognize that there are basic economic factors and must beyond the control of either party which account for much of the baking industry's current problems. These include the change in the character of the food retailing industry with the sharp decline of the "mom and pop" stores; the shift of bargaining power from the baker to the chain stores and voluntary co-ops; the fact that bread is less perishable today and can be transported over greater distances; the relative stability of consumption of baked goods; excess capacity which causes bakers to seek outlets

outside their own immediate market area; etc.

Without attempting to minimize these important factors, it is only fair to state that certain industry practices have intensified the problem.

The industry is not without fault. The president of the American Bakers Association last October ticked off the following:

- 1) "Secret discounts, payola, special deals, under the counter pay-offs, and other similar practices . . ."
"discounts . . . merely as commercial bribery in order to get a larger share of the business the easy way."
- 2) "Big bakers . . . continually overloading the market . . . (and) have resorted to high pressure tactics . . ."
- 3) "High stale; discounts up to 14% (How can you possibly have a low cost of distribution with discounts?); excessive advertising that in no manner increases the consumption of bread; supervisors who do all but supervise, etc."

Discounts, free bread, and the purchase of favorable store positions are prevalent. Marketing experts agree that if bakers can eliminate these and similar unethical practices, they can, in most cases, double their profits with no loss of volume. Any advantages gained by these practices are temporary and expensive. Competition dictates that they be met. The industry is confusing volume with profits, apparently forgetting that volume sales at a loss only show up in red ink.

Competition is supposed to produce efficiencies and lower costs. In the baking industry, however, primarily because of three factors: -- (1) excess capacity (which results in over-production); (2) the practice of flat pricing; and (3) consignment selling -- competition promotes duplication and in turn increases costs. It holds an umbrella over the inefficient. It produces waste and boosts prices. The increasing cost of stale bread -- itself a consequence of competition -- illustrates existing wasteful competition.

The practice of flat pricing on a consignment basis is the root of the problem -- and labor has nothing to do with this.

Bakers feel oppressed by the problems of competition, but to date seem to have been unable to develop effective solutions. No new system has been developed in adaptation to the new structure of the grocery retail market. This is a management function.

Teamster bakery locals throughout the country inform me that they have been approached with one or more of the following proposals:

- 1) Dock pick-up or delivery.
- 2) Warehouse delivery.
- 3) Reduced commissions.
- 4) Change to an hourly rate basis.

There may be others.

These proposals are presumably designed to help compete with captive bakeries by supplying local chains or voluntary co-ops with a private label or low-price bread. Presumably, too, though this is not explicit, single stores -- the "mom and pops" -- will

continue to receive full service at standard commission rates.

Many of our locals have rejected these proposals. Others, for good and sufficient reasons, have accepted them, and a variety of devices and arrangements have been developed. (More about this later.)

What about the locals and the union membership who have rejected such proposals? Aren't they responsive to the needs of this industry? Don't they have the long-run interest of their members at heart?

I think that to some degree, at least, the responses of our people to management's proposals are due to inefficient and uneconomic management practices. Our people believe, rightly or wrongly, that these management practices contribute considerably to the industry's present difficulties. Our members also feel this way -- and it is important to remember that the membership has to be sold and agree to new arrangements.

Our bread drivers are aware of the deals in which rebates are given, bread offered free, exclusive stops purchased, kickbacks are made. This is not the kind of atmosphere that fosters either sound business or sound employee relations. The routeman remembers this when he is asked to give up a gain or benefit which his union has won for him. Regardless of the forces or the events that may have driven a bakery operator to embrace poor competitive practices, the routeman is more likely to judge on the basis of what happened than on the basis of why it happened.

This may be unfortunate in terms of finding a solution, but it is basic human nature. And we're all guilty of the same attitudes.

Let's turn to some specific inefficiencies and uneconomic industry practices, as our unions see them.

1) Stales

Run-away stales account for as many business failures as any other cause.

The baking industry stale return average is running at 9.2%. This represents \$225 million. If stales were cut in half, the industry's profits would increase by over \$100 million. Yet the industry seems to accept high stales as a way of doing business.

According to one leading industry operator, product staling now represents 15% of the total cost to sell.

Stales are the most costly and wasteful factor in distribution. The industry can't afford these costs, yet they increase from year-to-year. From 1947 to 1958, losses and stale returns rose 700%.

2) Call-Backs and Special Deliveries

We question whether management's insistence that drivers make repeated call-backs to a store pays off in greater sales volume. They are time consuming; they stretch out the work day without demonstrably producing more sales and assuring greater route productivity; they add to truck mileage and delivery costs.

In the Houston bakery industry, for example, with routes reduced to an average of thirty stops per driver-salesman, the bakeries are forcing these men to service all accounts, including 10-loaf a day stops, five and six times daily. Driver salesmen are still operating the bread truck the same number of

hours on one half the volume.

Question: Do grocers really want services several times a day, or are call-backs merely a wasteful and uneconomic tactic which bakers insist upon to try to take some business away from a competitor?

Would it not be preferable and more economical to agree with the union, in a market-wide agreement, to limit the number of call-backs and provide for enforcement of this rule?

In a number of markets, the union contracts permit discussion and agreement on changes in delivery, merchandising and compensation methods. Yet, suprisingly, bakery operators in most of these markets have not, to our knowledge, come up with alternative proposals or methods. There is apparently no consensus within the industry as to what modifications have to be made in the distribution process, other than to cut wages.

In order to meet chain-store competition, bakery management has proposed to our unions three basic changes which involve:

- a) Commissions;
- b) Freight-type delivery; and
- c) Work rules.

I'd like briefly to discuss these proposals and give you the reactions of our local unions and their members.

a) Commission method of payment

Takes several forms:

(i) Reduce commissions for certain non-service types of delivery: warehouse, dock, back room, etc.

(ii) Change from commissions to straight hourly rate.

Let's take a look at the commission system. The commission system was very efficient at the time of its introduction,

by industry. Commissions served well for many years; people have become accustomed to them.

Under the commission system, the bakers could send a man out and because he had an incentive to make more money, he would try to sell more.

Now supermarkets have entered the picture. The best way to deliver bread to these stores is to take it in large quantities.

Management, of course, claims that the commission system has now become a drag on progress in serving and supplying supermarkets who do not have their own bakers, but who have to compete with grocery chains who do have their own bakeries and who get these products delivered on an hourly basis.

Also, we have built up not only a lot of driver-salesmen who depend on commissions, but we have built up oven capacity in many small bakeries which depend upon this system. We have about twice as much over capacity as is needed. Therefore, a great many bakers also depend on this system and will do everything they can to preserve it.

But another system is now in the picture. Why? Not because the bakers wanted it, but because the chain stores built their own bakeshops when they couldn't make a deal with the bakers to deliver bakery products in the way they wanted.

The industry holds that commission drivers are heavily overpaid at large stops and that under a commission system increased route averages bring no net savings.

I must in all candor state that in some areas our local unions and the industry have negotiated an hourly rate equivalent of past commission earnings and have scrapped the commission system.

b) Freight-type delivery vs. "Specialty Service" delivery.

Inherent in management's proposals to convert from commissions to hourly rates of pay is a change in the delivery method: from full service to freight-type dock, warehouse, drop, or back-room delivery. Display work and rack service, presumably, would be done by store clerks.

Elimination of rack service probably will lead to a decline in sales, since display of bakery products by grocery clerks would be much poorer. Good display creates additional sales in view of impulse buying.

It is questionable whether most bakers wish to convert the driver-salesman into a deliveryman.

From the union's point of view, large-volume deliveries in tractor-trailers as against present full-service delivery methods inevitably spell loss of jobs.

The union has a prime objective to safeguard job opportunities for its members. We do not believe it to be unreasonable to ask industry to consider the social cost of its actions and agree with the union on such items as the following: provide a guarantee against job loss for a minimum specified period; stretch out the introduction of new methods so as to minimize displacement and let normal attrition reduce the work force; provide severance pay; transfer displaced deliverymen to sales or solicitor work; re-train displaced employees; etc.

I stated earlier that a number of our local unions have agreed to modify their existing compensation arrangements. Although there are markets where private label receives the same commission rates as brand names, in other areas, an hourly rate or a reduced

commission has been negotiated.

A wide variety of arrangements have been worked out.
For example:

- (i) Direct delivery to chain stores at hourly rate.
- (ii) Deliver private label or secondary bread to warehouse or central distributing points by hourly paid drivers.
- (iii) Exclusive private label routes to chain stores at lower commission. No orders, displays, collections, stales, or call-backs.
- (iv) Lower commissions only on new accounts secured through sources other than routeman. Not to apply to types of accounts now being served by driver-salesmen or similar accounts which may be obtained in future. Depending on nature of business, drop deliveries or display.
- (v) Lower commission on secondary loaf, which is handled along with other products. Display in some markets; no display in others. No limit on quantity in some markets; limit in others. In one area, there are two levels of lower commission rates, depending on whether stales are picked up.

There are still other variations.

Union Proposals

Bread is becoming less perishable. It is capable of being moved long distances, 500 miles or more. This means that overcapacity in one market can well lead to overcapacity in distant markets. Frozen bread is on the horizon. All of this means that local markets may give way to regional or national markets and the type of local, individual bargaining prevalent today may give way to broader bargaining units.

Area-wide contracts, embracing large territories, may be a key factor in solving the problems arising in outlying areas which adversely affect major unionized centers. Such area-wide contracts would level out differences in compensation practices and fringes. It would, for example, eliminate competitive disadvantages in contiguous areas arising from the fact that different bakers deal with different Teamster local unions having different contracts. Uniform conditions would help union bakers.

Area contracts would also draw in general (miscellaneous) locals which have bakery drivers among their membership and gradually bring up their scales and conditions to the level of specialty bakery locals in major metropolitan centers.

Area contracts would also facilitate organization of non-union bakery operations and remove their competitive advantage due to lower wages and conditions.

I suggest that the baking industry give this proposal serious consideration. It would serve to protect both companies and unions in a given market from other union firms outside the market whose contracts have lower wages and conditions. It would provide a valuable tool in organizing non-union firms in the area covered by the agreement.

The union is obligated to develop an effective organizing campaign, working through our Joint Councils, to organize non-union bakers. Such campaigns should enlist the full support, cooperation, and expertise of our bakery drivers local unions, since they are vitally affected.

Baking companies in major metropolitan areas have complained about out-of-line or substandard bakery contracts

negotiated in outlying areas which adversely affect them, since the outlying bakers then invade their markets on the basis of lower delivery wage costs. This situation would be eliminated by broad area agreements. Pending such agreements, however, we are exploring the possibility of developing negotiating teams from specialty bakery driver locals to assist our miscellaneous general locals in their negotiations. As you can appreciate, this touches on sensitive grounds such as local union autonomy.

Another avenue we are exploring, pending successful completion of regional agreements, is to develop protective contract language as much in your interest as in ours. For example, many of our bakery driver locals (as in milk) are proposing that if delivery is made to an area where higher scales prevail, the driver is to receive the higher rate; that is, when serving or delivering outside their areas, they are to observe the bakery contract working conditions and wages in existence in such areas. This will prevent undercutting by out-of-state or out-of-area bakers, both union and non-union.

Finally, our dairy local unions are trying to convince their employers not to sell bakery products and thus preserve the distribution of baked goods for bakers and their employees.

I do not wish to leave you with the feeling that we are unalterably opposed to any adjustments to meet the competitive problems of the wholesale bakers. I have already indicated that a number of our locals have, for one reason or another, agreed to various modifications.

Without passing on the merits of any of the following suggestions or alternatives, I believe they should be explored:

1) A graded commission system related to different kinds of service or different classes of customers.

2) Higher guarantee and lower commission rate for private label or secondary bread, to prevent loss in pay for the driver.

3) Put driver-salesman's commission on unit basis rather than money (as in milk).

4) Guaranteed weekly salary.

5) Store delivery on low commission, high-volume basis.

I am sure you have other suggestions.

Joint studies, made outside the contract negotiating period, may provide fruitful solutions.

I should like to suggest that bakery operators and our local unions meet periodically, for example, every two months, to discuss these problems. There should also be similar educational meetings on a national level with bakery driver representatives, to study bakery problems and, perhaps, develop mutually acceptable plans for alleviating many of the problems we face. The crucial factor here is that both sides honestly face up to the problems, and sincerely seek acceptable solutions.

In some industries confronted with similar problems, such as longshore, joint labor-management committees were created specifically to explore the problems and to make recommendations.

It is in connection with such educational conferences that The Economics of Distribution Foundation, headed by David Kaplan, can be very helpful to both sides.

Our Teamster officers are increasingly aware of the changes that affect the distribution process in the bakery industry: the development of supermarkets; the disappearance of 100,000 small grocers; the development of co-ops and voluntary chains which have great bargaining power; and the fact that their members are no longer serving a homogenous market.

As practical realists, they know that the chains and the co-op buyer control the market. They know that chain brands are getting a bigger share of the market and that private labels are crowding our brand names. They know that the concentration to larger grocery units is continuing.

And as practical realists, I think they realize they have to give serious consideration to different types of distribution systems to fit these conditions. I think they recognize that they may have to consider greater flexibility in methods of compensation.

Recognize that the union has problems. The basic trade union principle of jurisdiction combined with local union autonomy often makes it difficult to work out solutions.

Local union membership may fail or refuse to recognize these problems and effectively hobble their leadership in accommodating to the new situation. They are also accustomed to a given earnings level and fear loss of take-home pay if the delivery or compensation methods are changed. They may continue to take this attitude even though the loss of stops and routes because of competition cuts their weekly earnings.

As a trade union we recognize that progress, productivity and efficiency are a prerequisite to the welfare of our

members. We believe that there are ways of satisfying both objectives: management's desire for more efficient distribution and our members' desire for maintenance of earnings and job security.

Union members have come to expect protection from their union. The union as their organization and the union leadership cannot fail them. Protection of jobs and wages is paramount. If they are to give up or modify established conditions and practices, they expect some assurances or safeguards; some recompense for loss of equity in their jobs.

We believe that bakery employers increasingly recognize that if distribution methods are changed, job rights and earnings guarantees are essential.

Both you as industry leaders and we as trade union officers have to think hard and seriously about how this can be achieved. We have to develop a new type of industrial engineering in which the human factor is not ignored.

Together we must analyze the problems facing our industry; analyze their meaning and significance and determine what has to be done to solve these problems. This is our job. Let us not shirk it.



ADMINISTRATIVE FILE
American Bakers Association
X Distribution
X Fiedler, Harold

AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2 - 2831

Office of the Secretary

September 28, 1962

To All Speakers on the
1962 ABA Convention Program

Dear Mr. Gibbons:

Because you are a speaker at the 1962 ABA Convention,
we are pleased to enclose an advance copy of the Con-
vention Program, in multilith form, that we thought you
would like to review.

When you arrive at the ABA Registration Desk located
in Parlor O on the Mezzanine Floor of the Sherman House,
you will receive a copy of the printed program.

We are very grateful for your participation in the ABA
Convention Program and we are sure that all members
look forward to hearing your address.

With kindest regards, I remain

Yours sincerely,

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:m
Enclosure

Mr. Harold J. Gibbons
Executive Assistant to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

This is the ticket!

... for a GREAT
Annual Meeting and Convention
AMERICAN BAKERS ASSOCIATION
October 13 - 17, 1962 - Sherman House
Chicago, Illinois

When you attend the 1962 ABA Convention you will get the biggest money's worth you will find anywhere today -- for nowhere will you get more direct, more useful and more profitable information. Read each of the enclosed programs of the sessions and events that have been carefully planned for your benefit.

Even if you attend only a few of these stimulating and informative sessions, your frequent contacts and discussions in the lobby and halls of the hotel with other Bakers having problems similar to yours, will give you a new perspective of your business, new ideas on management skill, effective leadership, greater profits, better production control, data processing, executive selection, and many other pressing and timely subjects. Renew your enthusiasm and give yourself added confidence in the future of the Baking Industry that is increasing its sales month by month and moving ahead!

There'll be time for relaxation and good fellowship too. If you're entertaining or being entertained, be sure to attend the ABA Annual Bakers' Party, Monday evening, October 15, where you'll enjoy a delicious filet mignon dinner and an evening of entertainment selected from the finest acts appearing in Chicago. All seats are reserved -- tables of 8 -- dress optional -- no refund for unused tickets.

Before it's too late, please fill in and mail the enclosed pre-registration form, if you have not already done this, and be sure to order your Banquet and Wholesale Bread and Industrial Relations luncheon tickets.

See you in Chicago at the ABA Convention!

John H. Way, General Chairman
1962 Convention Committee
American Bakers Association
Sept. 26, 1962

1 9 6 2 P R O G R A M

ANNUAL MEETING AND CONVENTION - AMERICAN BAKERS ASSOCIATION

October 13-17, Sherman House

Chicago, Illinois

SATURDAY, OCTOBER 13

Afternoon

ABA WHOLESALE CAKE BRANCH SESSION The Assembly - Mezzanine

All Bakers and Allied Tradesmen Invited to Attend Meeting

John G. Loeffler, Chairman; Vice Pres. - Sales, Drake Bakeries, Inc., New York, N. Y.
Russell W. Jobe, Co-Chairman, Ass't. Sales Mgr. - Cake, Ward Baking Co., New York, N. Y.

1:30 P.M. Call to Order

John G. Loeffler, Chairman

Leadership for Survival:
Upgrading Managerial
Quality -- The Key to
Maintained Profits

Dr. Edward M. Barnet
Director, College of Business
Michigan State University
East Lansing, Michigan

Data Processing as it
applies to Route Accounting

Gordon H. Chadek
Manager, Automated Route Manage-
ment, The Service Bureau Corp.
Pittsburgh, Pennsylvania

Closing Remarks

John G. Loeffler, Chairman

Cake Exhibit -- Coffee and Social Get-Together

All Bakers are invited to study and sample
the products of successful Cake Bakers
from all over the country.

5:00 P.M. Adjournment

(over)

1962 ABA OFFICERS' RECEPTION

Evening

Grand Ballroom

5:00 P.M. to 7:00 P.M.

SUNDAY, OCTOBER 14

Cecelia Toohey Trio

Assorted Finger Sandwiches Petits Fours Coffee - Tea

Lady Guests

-

All Invited

MONDAY, OCTOBER 15

Morning

ABA GENERAL SESSION

Grand Ballroom

**John C. Koetting, Chairman; Chairman, Rainbo Baking Company, Houston, Texas
Chairman, American Bakers Association, Chicago, Illinois**

9:00 A.M. Music - Priscilla Holbrook at the Organ

Annual Meeting - Call to Order

John C. Koetting, Chairman

The Lord's Prayer

William E. Maier

The National Anthem

**Pres., Maier's Bakery, Inc.
Reading, Pa.**

Chairman's Report

John C. Koetting, Chairman

New Bakers of America Program

Proposed By-Law Amendments

Report on Elections and Announcements

Presentations

Introductions

Greater Profits Through

Better Management

Don F. Copell

**Pres., The W.E. Long Co. -
Independent Bakers Coopera-
tive, Inc., Chicago, Ill.**

Government in Agriculture and How

it Affects the Baking Industry

Charles B. Shuman

**Pres., American Farm Bureau
Federation, Chicago, Illinois**

12:30 P.M.

Adjournment

John C. Koetting, Chairman

(over)

SUNDAY, OCTOBER 14

Afternoon

ABA RETAIL BRANCH SESSION

Bernard Shaw Room

Sponsored By
Associated Retail Bakers of Greater Chicago

All Bakers and Allied Tradesmen Invited to Attend

Hellmut W. Stolle, Chairman; Director, Associated Retail Bakers of Greater Chicago; Proprietor, Stolle's Bakery & Delicatessen, Chicago, Illinois

1:30 P. M. Call to Order and Welcome Hellmut W. Stolle, Chairman

Introduction of Edmund Piasecki
President, Associated Retail Bakers
of Greater Chicago; Proprietor,
Edmund's Pastry Shop, Chicago, Ill.

Protection Through Effective William D. Boockford
Insurance at Nominal Cost William D. Boockford & Co.
Chicago, Illinois

Training Young Men for Frank G. Jungewaelter
Retail Bakeries Technical Director & Con-
sultant, Chicago Bakers
Cooperative Association
Chicago, Illinois
and
Max Schroeder
Chairman, Vocational Training
Committee, Associated Retail
Bakers of Greater Chicago;
Proprietor, Schroeder's Pastry
Shop, Chicago, Illinois

Creating More Profitable Frank Kuhn
Retail Sales Caravan Products Company, Inc.
Passaic, New Jersey

Meeting Competition Joseph T. Meek
President, Illinois Retail
Merchants Association
Chicago, Illinois

Questions and Answers Hellmut W. Stolle, Chairman

There will be bakery products on display made with machinery suitable
for retail operation.

5:00 P. M. Adjournment

MONDAY, OCTOBER 15

Afternoon

SPECIAL LUNCHEON MEETING

Louis XVI Room

12:45 P. M.

Special Luncheon Meeting
sponsored by ABA Industrial
Relations Committee

Harry T. Eggert, Chairman
Vice President, National
Biscuit Co., New York, N. Y.;
Chairman, ABA Industrial
Relations Committee

Tickets for this meeting are on sale now
at the Association's Chicago office.

1:45 P. M.

The Baking Industry
A Critical Look

Harold J. Gibbons
Exec. Ass't. to General President,
International Brotherhood of
Teamsters, Washington, D. C.

2:30 P. M.

Adjournment

MONDAY, OCTOBER 15

Evening

ANNUAL BAKERS PARTY

Grand Ballroom - Sherman House - 8:00 P. M.

DINNER - DANCING - ENTERTAINMENT

Presenting FRANKIE MASTERS and his Fifteen Piece World Famous
Orchestra and featuring lovely vocalist PHILLIS MYLES -- an all-
star floor show including THE SUTTON DANCERS -- the nationally
famous HARMONICATS, and other sensational acts.

If you are entertaining others or if you are being entertained, you will want
to attend the ABA banquet where all of your friends will be. This is
guaranteed to be the best dinner and entertainment "buy" in Chicago. The
price per person is only \$12.50 - all seats are reserved - and choice seats
are still available. Dress optional.

IMPORTANT - Time schedule of the Bakers Party: A delicious filet de
mignon dinner will be served promptly at 8:00 P. M., and no one will be
seated after that time; the Floor Show will start promptly at 9:30 P. M.
Dancing will follow the show.

MONDAY, OCTOBER 15

Afternoon
Gold Room (No. 114)

ROUND TABLE DISCUSSION ON SAFETY
CO-SPONSORED BY AMERICAN BAKERS ASSOCIATION
AND NATIONAL SAFETY COUNCIL

This meeting is open to all Bakers and others who are interested in Safety

Chairman: E. R. Zimmerman, Director of Insurance and Safety, American Bakeries Company, Chicago, Illinois; Chairman, Bakers Division, Food and Beverage Section, National Safety Council.

2:30 P. M. Call to Order

E. R. Zimmerman, Chairman

VEHICLE ACCIDENTS CAN
BE CONTROLLED

(a) In Route Operations
(Route Trucks)

Walter C. Mahlstedt
Chairman, ABA Safety Committee;
Safety Engineer, Continental Baking
Company, Rye, New York

(b) In Transport Operations
(Tractor Trailers)

Robert W. Rohr
Manager, Safety Engineering Service
Interstate Bakeries Corporation
Kansas City, Missouri

Questions and Answers

E. R. Zimmerman

4:00 P. M. Adjournment

TUESDAY, OCTOBER 16

Morning

THE ALLIED TRADES OF THE BAKING INDUSTRY, INC.
1962 Annual Breakfast Meeting

Grand Ballroom

Arthur J. Bamford, Program Chairman; Bakers Weekly, New York, N. Y.

8:00 A. M. Breakfast

President's Report

J. Miles Decker
Pres., The Allied Trades of the
Baking Industry, Inc.; James M.
Decker Co., Inc., Baltimore, Md.

Election of Officers and Directors

Is the Baker in Outer Space?

George N. Graf
Gen. Mgr. & Dir. of Merchandising
Quality Bakers of America Coopera-
tive, Inc., New York, N. Y.

9:45 A. M. Adjournment

- To permit members to attend
Branch Session meetings.

(over)

5

MONDAY, OCTOBER 15

Afternoon

ANNUAL MEETING OF MEMBERS

Institute Building
400 East Ontario Street
Chicago, Illinois

AMERICAN INSTITUTE OF BAKING

3:00 P.M. Call to Order

Daniel J. Uhrig
Chairman, American Institute of Baking;
Ass't. to Pres., Interstate Bakeries Corp.
Los Angeles, California

Introduction

Howard O. Hunter
President, American Institute of Baking
Chicago, Illinois

School of Baking

James Hawkinson
Professor of Marketing, Northwestern University
Evanston, Illinois

Consumer Service
Department

Ellen H. Semrow
Dir., Consumer Service Dept., American Institute
of Baking, Chicago, Illinois

Department of
Sanitation

Shelbey T. Grey
Ass't. Commissioner, Food and Drug Administra-
tion, Washington, D. C.

Research Program

Dr. Henry Borsook
Professor of Biochemistry, California Institute
of Technology, Pasadena, California

Membership Com-
mittee Report

A. G. Hessel, Co-Chairman Membership Com-
mittee; Vice Pres., Continental Baking
Company, Rye, New York

Frank X. Ragan, Co-Chairman Membership Com-
mittee; Vice Pres., Standard Brands, Inc.
New York, N. Y.

Treasurer's Report

John A. Kluetsch
Treasurer, American Institute of Baking; Pres.
Chapman & Smith Co., Melrose Park, Ill.

Business Session

A buffet will be served to the members on the second floor
immediately following the meeting.

Chartered buses will leave the Sherman House (LaSalle Street
entrance) at 2:30 and 2:40 P.M. for the Institute and return to
the hotel after the meeting.

TUESDAY, OCTOBER 16

Morning

Old Chicago Room

ABA WHOLESALE PIE BRANCH SESSION

All Bakers and Allied Tradesmen Invited to Attend

Tom A. Manglis, Chairman; President, Shenandoah Pie Company, St. Louis, Mo.
Theodore Turner, Co-Chairman; President, California Pie & Baking Co., Inc.,
Brooklyn, New York

9:30 A. M. Call to Order and Opening Remarks

Tom A. Manglis, Chairman

Choosing Executives for Profit

Gardner W. Heidrick
President, Heidrick &
Struggles, Inc., Chicago,
Ill.

Profit Through Product Research

Marcus I. Wegner
Dir., Product Research,
Development & Control
Ward Baking Company
New York, N. Y.

Labor Relations

Christo Cocaine
Vice President, Table
Talk Pastry Co., Inc.
Worcester, Mass.

Report from ABA Governor
representing Pie Branch

Boyd M. Frazier
Pres., Erie-Thomas
Pie Co.
Toledo, Ohio

New Regulations for Cream
Type Pies

Monroe Boston Strause
Baltimore, Maryland

12:30 P. M. Adjournment

(over)

7

TUESDAY, OCTOBER 16

Morning

Crystal Room

ABA HOME SERVICE BRANCH SESSION

All Bakers and Allied Tradesmen Invited to Attend

Bernard Schmidt, Chairman; Vice Pres. in Charge of Personnel & Sales,
Capital Bakers, Inc., Harrisburg, Pa.

10:00 A. M. Call to Order and Introductory
 Remarks

Bernard Schmidt, Chairman

What Do You See?

A set of color slide films taken by
Capital Bakers, Inc., of Home
Service Bakery Salesmen at work,
illustrating incorrect procedure.

Arthur Nast
Capital Bakers, Inc.
Harrisburg, Pa.

Is There a Future for the Door-
to-Door Baker?

G. W. McKendry
Vice President & Gen. Mgr.
Morrison-Lamothe Bakery, Ltd.
Ottawa, Ontario, Canada

Discussion Period

The Assembled Group will break into round table
discussion groups for a practical demonstration
of group dynamics covering the following subjects:

Surplus Control
Credit
Solicitation
Merchandising
Supervisor Training

Discussion leaders will be on hand to act as group leaders.

12:45 P. M. Adjournment

TUESDAY, OCTOBER 16

**Morning and Afternoon
The Assembly (Mezzanine)**

ABA MULTIPLE-UNIT-RETAIL BRANCH SESSION

All Multiple-Unit-Retail Bakers and Allied Tradesmen Invited to Attend

Arthur D. Ullrich, Chairman; Assistant to the President, Ebinger Baking Company, Brooklyn, New York

Camille J. Burny, Jr., Co-Chairman; Assistant Secretary & Treasurer, Burny Bros., Inc., Chicago, Illinois

10:00 A. M. Call to Order and Opening Remarks

Arthur D. Ullrich, Chairman

Production

**Irwin O. Rohrbach
Production Manager, Ebinger Baking Co., Brooklyn, N. Y.**

Distribution

**Olin Scroggins
Awrey Bakeries, Inc.
Detroit, Mich.**

Sales

**James L. Hall
Vice President & Director of Sales, Egekvist Bakeries, Inc., Minneapolis, Minn.**

Comparative Cost Analysis

**John C. MacAlpine
J. C. MacAlpine & Son
Philadelphia, Pa.**

12:30 P. M. Luncheon

The Assembly

2:00 P. M. Call to Order

Arthur D. Ullrich, Chairman

Panel Discussion and Questions and Answers

**Camille J. Burny, Jr.
Co-Chairman and Moderator**

Panel Members

James L. Hall, Irvin O. Rohrbach, and Olin Scroggins

Closing Remarks

Arthur D. Ullrich, Chairman

5:00 P. M. Adjournment

(over)

Afternoon

Louis XVI Room

All Bakers and Allied Tradesmen Invited to Attend

R. J. Lewis, Chairman; President, Lewis Bros. Bakery, Inc., Anna, Illinois

12:00 Noon **LUNCHEON MEETING** (Tickets on sale at ABA
and Registration Desk)

R. J. Lewis, Chairman

Joseph T. Meek
Pres., Illinois Retail Merchants
Association, Chicago, Illinois

Archie T. Downie
Dir., Cost Control, The W. E.
Long Co., I. B. C., Chicago, Ill.

Albert S. Schmidt, Jr.
Vice Pres., Capital Bakers, Inc.
Harrisburg, Pa.

Harold E. Snyder
Publisher & Editor, Baking
Industry Magazine, Chicago, Ill.

R. J. Lewis, Chairman

WEDNESDAY, OCTOBER 17

Morning

ABA GENERAL SESSION

Grand Ballroom

John C. Koetting, Chairman; Chairman, Rainbo Baking Company, Houston, Texas
Chairman, American Bakers Association, Chicago, Illinois

9:00 A.M. Music - Priscilla Holbrook at the Organ

Annual Meeting - Call to Order

John C. Koetting, Chairman

Life's Higher Goals

The featured speaker in this 29 minute
color film is the Reverend Bob Richards,
Director, Wheaties Sports Federation,
Minneapolis, Minnesota

This I Believe

E. E. Kelley, Jr.
Pres., Butter Krust Bakeries,
Inc., Lakeland, Fla.; Pres.
American Bakers Association
Chicago, Illinois

The Business Outlook

Dr. Dexter M. Keezer
Economic Advisor, McGraw-
Hill Publishing Company
New York, N. Y.

Management Skill Will
Determine Our Future

Bill Gove
Pres., Bill Gove Organiza-
tion, Coral Gables, Fla.

The Impact of World Events
on American Businessmen

The Honorable Walter H. Judd
House of Representatives (Minn.)
Washington, D. C.

12:30 P.M. Final Adjournment

John C. Koetting, Chairman

Office of the General President

To: Al Weiss
From: H. J. Gibbons

ACCORDING TO FILE
American Bakers Association
Invitation
Biedler, Harold

September 19, 1962

DATE

The attached communication is self-explanatory.
Can you work up some notes for me on this appearance.

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure

September 19, 1962

Mr. David Kaplan
The Economics of Distribution
Foundation, Inc.
Room 3930, 500 Fifth Avenue
New York 36, New York

Dear Dave:

The attached correspondence is self-explanatory. Can you work up some notes for me on this appearance.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE CHICAGO 6 ILLINOIS DEARBORN 2 2831

Office of the Secretary

September 14, 1962

Dear Mr. Gibbons:

Thank you very much for your September 13th letter, with which you enclosed biographical material and a glossy print of yourself.

When I spoke with you on the telephone, you suggested, as a title for your talk, "The Baking Industry - A Critical Look". We are using this title in our printed program.

The members of the ABA Industrial Relations Committee would like to have a pre-luncheon reception for you in the Emerald Room (No. 104) in the Sherman House, starting about 11:45 A.M., Monday, October 15th. We assume that you will be staying at the Sherman House, and I am sure Harry Eggert will be in touch with you Monday morning to introduce you to the various members of our Committee.

Please let me know when you plan to arrive in Chicago so that we can make a reservation for you at the Sherman House.

Again thanking you for your cooperation and looking forward to meeting you on Monday, October 15th, and hearing your address, I remain

Yours sincerely,

A handwritten signature in cursive script, appearing to read 'H. Fiedler'.

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue N.W.
Washington 1, D. C.

Office of the General President

To: Al Weias
From: H. J. Gibbons

ADMINISTRATIVE FILE
*American Bakers
Association*
September 19, 1962
- X - DATE

The attached communication is self-explanatory.
Can you work up some notes for me on this appearance.

HJG
H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



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Yours sincerely,

Harold Fiedler, Secretary

AMERICAN BAKERS ASSOCIATION

HF:s

cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue N.W.
Washington 1, D. C.



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2-2831

Office of the Secretary

August 16, 1962

Dear Mr. Oibbens:

We were very happy to learn, from a copy of a letter we received from Mr. Harry T. Eggert, Vice President of National Biscuit Company and Chairman of the ABA Industrial Relations Committee, that you had accepted his invitation to speak at the Industrial Relations Committee meeting on Monday, October 15, 1962 during the Annual Meeting and Convention of the American Bakers Association.

This will be a luncheon meeting, starting about 12:30 P.M., and will be held in the Louis XVI Room of the Sherman House, in Chicago. This meeting is usually attended by about 400 to 500 members of our industry, - that is, officers, executives, and representatives of management of the baking and allied industries.

Our Convention is always covered by the national news and wire services and by the editors of sixteen bakery trade publications. Pre-convention publicity is handled by our own staff.

Regarding your subject, - we assume that you will want to discuss a timely subject that will be of interest to all those in attendance. We shall appreciate it very much if you will kindly let us know, at your earliest convenience, what title you have selected to speak on so that we may include it in our pre-convention publicity. Also, we shall be grateful to you if you will send us an 8x10 glossy print of yourself together with a biographical sketch for publicity and introductory purposes.

If you deliver your talk from a prepared text, we would like to receive a copy of it not later than October 5th. It is our policy to reproduce the text of all talks that we receive prior to the Convention and to distribute them to the press immediately after the talk has been delivered. If you speak extemporaneously or from notes, you may wish to send us a broad outline of your talk.

AMERICAN BAKERS ASSOCIATION

#2

August 16, 1962

We will be happy to make a reservation for you at the Sherman House if you will let us know what your plans are.

On behalf of our officers and the entire membership of the American Bakers Association, I wish to thank you for accepting Mr. Eggert's invitation to speak at the ABA Industrial Relations Committee luncheon on Monday, October 15th. We look forward with great pleasure to meeting you and hearing your fine address.

Yours sincerely,

Harold Fiedler, Secretary
AMERICAN BAKERS' ASSOCIATION

H.F.g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Avenue N.W.
Washington 1, D.C.

ADMINISTRATIVE FILE

American Bakers
Assoc
x Invitation

September 13, 1962

Mr. Harold Fiedler, Secretary
American Bakers Association
Twenty North Wacker Drive
Chicago 6, Illinois

Dear Mr. Fiedler:

Enclosed I am sending you some biographical material and a glossy 8x10 print, as requested in your communication of August 16, 1962.

I am looking forward to seeing you in Chicago.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosures



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2 - 2831

Office of the Secretary

August 16, 1962

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AMERICAN BAKERS ASSOCIATION

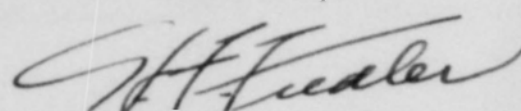
#2

August 16, 1962

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Yours sincerely,



Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Avenue N.W.
Washington 1, D. C.

RECEIVED
AUG 16 8 40 AM '62
U.S. DEPT. OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

NATIONAL BISCUIT COMPANY
425 Park Avenue
NEW YORK 22, N. Y.

OFFICE OF
VICE PRESIDENT

August 15, 1962

Mr. H. J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Ave., N. W.
Washington 1, D.C.

ADMINISTRATIVE FILE
American Bakers Assn
X
X

Dear Harold:

Your letter of August 14th, just came in and I appreciate and am delighted, that you have accepted the invitation to speak at our Industrial Relations Committee Luncheon on Monday, October 15, 1962.

You will now hear from Mr. Harold Fiedler, Secretary, American Bakers Association regarding the arrangements.

With best wishes.

Sincerely,

Harry T. Eggert
VICE PRESIDENT

H. T. Eggert/jd

August 14, 1962

Mr. Harry T. Eggert, Vice-Pres.
National Biscuit Company
425 Park Avenue
New York 22, New York

Dear Mr. Eggert:

Thank you for your kind letter of August 8th.
Please know I am happy to accept your kind invitation and
will speak before the Industrial Relations Committee
Luncheon on Monday, October 15, 1962.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Mr. Haffa
Mr. J. H. Haffa

NATIONAL BISCUIT COMPANY
425 Park Avenue
NEW YORK 22, N. Y.

OFFICE OF
VICE PRESIDENT

August 8, 1962

Mr. Harold J. Gibbons, Executive Vice President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1. D. C.

Dear Harold:

As Chairman of the Industrial Relations Committee of the American Bakers Association, it gives me real pleasure to invite you to be guest speaker at the Industrial Relations Committee luncheon on Monday, October 15, 1962. The luncheon will be held at the Sherman House, Randolph and Clark Streets, Chicago, Illinois, and there will be a large attendance.

The luncheon will be an important event during the 1962 Annual Meeting and Convention of the American Bakers Association which is being held at the Sherman House from Saturday, October 13 through Wednesday, October 17, 1962. As you probably know, this is the major convention of the industry and those in attendance represent the large and the small of the industry throughout the United States.

Some of those who will be at the luncheon had the pleasure of hearing you talk at the Baker's Club Luncheon in New York City and they felt that your talk was most constructive. I am certain that you will have a receptive audience at this luncheon.

Again, it is a pleasure for me to extend this invitation to you in behalf of the American Bakers Association and I sincerely hope that you will be able to accept. An early reply will be appreciated.

Sincerely,

Harry J. Eggert
VICE PRESIDENT

H. T. Eggert/jd

WARD BAKING COMPANY

GENERAL OFFICES

475 FIFTH AVENUE

NEW YORK 17, N.Y.



May 23, 1955

ADMINISTRATIVE FILE

American Bakers Association
Industrial Relations Committee
X - Industrial Relations Committee
Ward Baking Company

Mr. Dave Beck, General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
100 Indiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Beck:

Your letter of May 20th has been received and we are sorry that you are not in a position to accept definitely our invitation to speak at the American Bakers Association meeting in October this year. However, we fully appreciate that your many responsibilities and activities make your calendar a very crowded one.

In checking with the officials of the Association in charge of this convention they tell us that it is important to them to have speakers definitely scheduled so that they can go forward with the printing of announcements, etc. in the very near future. Unfortunately, therefore, it is not possible to hold this matter in abeyance at least for this particular convention. I would like, however, to reserve the opportunity to contact you at some future date with respect to some subsequent meetings of the Association.

Thanks again for your letter and I hope to see you in the near future.

Sincerely yours,

A. M. Green, Jr.
Vice President

AMG:prl

Cracked TIP TOP

CRACKED WHEAT

BANNER WHEAT

ROMANY RYE

THE STAR-END FAMILY OF BETTER BREADS

✓ ADMINISTRATIVE FILE ✓

Invitation

X American Bakers

■ Association Industrial

Relations Committee

X Ward Baking Company

May 20, 1955

Mr. A. M. Green, Jr., Vice-President
Ward Baking Company
475 Fifth Avenue
New York 17, New York

Dear Mr. Green:

I sincerely regret this long delay in writing you and
apologize for the oversight in acknowledging your kind
invitation of March 2 and your subsequent letter of
March 22.

It is not possible for me to at this time foresee my
calendar obligations far enough in advance to commit
myself to an engagement on October 3. Proposed labor
meetings and conventions for that time of the year may
undoubtedly require my attention and, much as I should
like to accept, this is not possible at this early date.
I trust I may have another opportunity to meet with you
and wish to express my appreciation to you and your
organization for the invitation extended to me.

Sincerely yours,

DB:aw
a

WARD BAKING COMPANY

GENERAL OFFICES
473 FIFTH AVENUE
NEW YORK 17, N.Y.



March 22, 1955

Mr. David Beck, President,
International Brotherhood of Teamsters,
100 Indiana Avenue (NW)
Washington, D.C.

Dear Mr. Beck:

Have you had a chance to consider my letter of March 2nd inviting you to be the speaker at the American Bakers Association Industrial Relations Committee Lunch at Atlantic City, Monday, October 3rd, 1955. I know that you are very busy, but if you could drop us a line at your earliest convenience, it would help us in making the arrangements.

Sincerely yours,

A.M. Grean, Jr.
Vice President

AMG:mm

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OLIVE OIL

1955 MAR 22 8 14 PM

SEVENTH LUCIDERA
OLIVE OIL

CRACKED WHEAT

CRACKED WHEAT

CRACKED WHEAT

BANNER WHEAT

ROMANY RYE

THE STAR END FAMILY OF BETTER BREADS

ADMINISTRATIVE FILE

American Baker
Association

X

October 29, 1962

Mr. Dave Kaplan
The Economics of Distribution Foundation
500 Fifth Avenue, Room 3930
New York 36, New York

Dear Dave:

The attached communication is being
forwarded to you for your information.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2 - 2831

Office of the Secretary

October 25, 1962

Dear Mr. Gibbons:

On behalf of the officers, governors, and members of the American Bakers Association, I wish to thank you most sincerely for the excellent address you delivered at the Industrial Relations Luncheon Meeting on Monday.

Your talk, "The Baking Industry - a Critical Look," was very well received and helped much to stimulate the thinking of our members.

We are very grateful to you for the important contribution you made to the 1962 meeting.

Again thanking you, and with kindest regards and best wishes, I remain

Yours sincerely,

A handwritten signature in cursive script, appearing to read "H. Fiedler".

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:lft

Mr. Harold J. Gibbons
Executive Assistant to the General President
International Brotherhood of Teamsters
Washington 1, D. C.

ADMINISTRATIVE FILE
*American Bakers
Association*
X

October 25, 1962

Mr. Arthur T. Joyce
National Affairs Editor
Bakers Weekly
71 Vanderbilt Avenue
New York 17, N. Y.

Dear Mr. Joyce:

Thank you for your letter of October 19th.
I am happy if I have made a contribution to the meeting in
Chicago.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Bakers Weekly

71 VANDERBILT AVENUE, NEW YORK 17, NEW YORK, MURRAY HILL 6-2200

THE BUSINESS MAGAZINE OF THE BAKING INDUSTRY

October 19, 1962

Mr. Harold J. Gibbons, Vice President
25 Louisiana Ave., N. W.
Washington 1, D. C.

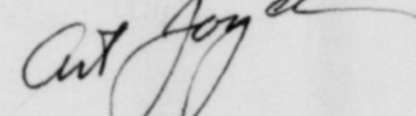
Dear Harold:

You will remember that quickie chat I had with you on the platform at ABA after you finished your talk. I had two purposes: one was to join in the congratulations that you were getting from all sides on a hard-hitting performance; the other was to mention that we had an editorial in our forthcoming issue that I thought you'd find of more than usual interest.

You went out of your way to pay tribute to the work done and being done by Dave Kaplan through the Economics of Distribution Foundation. My editorial theme was based on the latest Seminar of ECD. Here's a copy -- just off the press. *(See p. 25)*

There'll be disagreement on some phases of your talk, but I know you expect that. It was a fine follow-up for the one you made at the Bakers Club in New York and which we were glad to print. As I told you in a note of June 22 -- we had an excellent reaction. I'll also repeat the suggestion I made in that note -- that we keep in close touch with each other, and exchange any information that will help promote our common goal.

Yours,



Arthur T. Joyce
National Affairs Editor

ATJ/jc
enc.
cc: D. Kaplan

188 WEST RANDOLPH STREET • CHICAGO 1, ILLINOIS • Telephone RAndolph 8-4808

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October 18, 1962

Mr. Harold I. Gibbons
Exec. Ass't. to General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

AMERICAN BAKERS
ASSOCIATION

Dear Harold:

Just a word to tell you how much I enjoyed your presentation at the American Bakers Association and although I missed the very beginning of it because of another short meeting I had, I got to hear most of it.

I wanted to tell you how much I enjoyed it, how thought provoking your speech was and how good it was of you to come to talk to us poor bakers.

I know your remarks will leave an indelible impression and, as you said, we have to talk things out before we can act on them.

Thanks for a great job, well done!

Sincerely,

Don E. Copeell
President

DFC:RW

ADMINISTRATIVE FILE
American Bakers Ass'n.
X
X

ADDRESS

BY

HAROLD GIBBONS

Vice President and
Executive Assistant to the General President
International Brotherhood of Teamsters

BEFORE

INDUSTRIAL RELATIONS DIVISION

AMERICAN BAKERS ASS'N.

OCTOBER 15, 1962

SHERMAN HOTEL, CHICAGO, ILLINOIS

Unlike labor movements in Europe, the labor movement in the United States is nonpolitical, in the sense that it is not interested in seizing control of the powers of the state and using them to transform the economic system. Unlike the European labor movements, it is not interested in overthrowing the capitalist system and private ownership of property and substituting a socialistic system, with collective state ownership of the means of production, distribution, and exchange. The American labor movement accepts capitalism, private property, and the enterprise system; and seeks to improve the lot of the worker, to promote the welfare of the worker, under these institutions.

The American labor movement is largely an economic movement, because it depends primarily on collective bargaining to achieve its aims. By that I do not mean that it avoids legislation. To the contrary, many times it uses political action and legislation to very great effect. But in large part its legislative role is secondary, and is meant to remove burdens and enhance and supplement its use of economic means or collective bargaining. Only in cases of meeting economic hazards which unions could not cope with on a collective bargaining basis do they use legislation as a primary method of promoting workers' welfare.

Now, it was not always thus. The labor movements that preceded the Congress of Industrial Organizations and the American Federation of Labor did not profess collective bargaining as their aim. They were more interested in devising means of aiding the worker to escape from the wage system. They backed the Homestead

Laws with the slogan, "Vote yourself a farm." They backed cheap credit as a means of furthering self-employment.

American labor leaders and intellectuals backed the Utopian Socialist community of Robert Owen in New Harmony, Indiana, and of Charles Fourier's, called Brook Farm in Massachusetts. Such leaders of American thought as Horace Greeley and Albert Brisbane helped to promote Brook Farm. The object of these Socialist communities was to prove by example the superiority of cooperation and harmony as economic and social motives to class conflict and competition.

The National Labor Union, formed after the Civil War, backed Greenbackism and the convertible credit scheme as a means of getting money to start producers' cooperatives, and put all workers in business for themselves. The chief aim of the Knights of Labor was the promotion of producers' and consumers' cooperatives. The workingmen's societies of the latter part of the nineteenth century were forums for the discussion of the Socialist programs of Ferdinand La Salle and Karl Marx.

The present emphasis on collective bargaining by the labor movement is the result of a long history of social experimentation with philosophies and programs to improve the lot of the workingman. The experimentation was not planned, and the choice of collective bargaining was not deliberate. The process was on a social level, analogous to natural selection and the survival of the fittest in the biological sciences. Collective bargaining was the philosophy and method that best fitted the American economic, political, and social environment; and thus it survived and became dominant, while other programs failed, died or were submerged.

The labor movement that has emerged, some have said, had no philosophy and had no program except "more, more, more." Those who say that have not seen the forest for the trees. When one looks beyond the particulars of labor negotiations or a drive for labor-sponsored economic legislation, one finds labor constantly striving to establish a system of workers' rights, that is to say, human rights connected with the job or related to protecting him against economic hazards to which he is exposed. A multiplicity of such rights are now in existence.

But, before these individual rights could be built up, two great charter rights had first to be established. One was the right to vote. The second was the right to collective bargaining.

American labor was the first working class of any nation to gain the right to vote. In Great Britain, city workers were not granted suffrage until 1867, and agricultural workers not until 1885. In the United States most of the Northern States of the union adopted universal manhood suffrage before 1830.

Winning the right to vote established for the workers the fundamental right to political citizenship, the right to participate in making the rules of the state. Through collective bargaining the worker gains the right to industrial citizenship, the right to participate in making the rules which govern the job at which he works.

Collective bargaining had a hard struggle with the law before it became established as legitimate. In the year 1805 a learned judge held a union of Philadelphia shoemakers to be illegal. He said: "A combination of workmen to raise their wages may be

considered in a twofold point of view: one is to benefit themselves; the other is to injure those who do not join their society. The rule of law condemns both."

That decision applied the doctrine of criminal conspiracy to unions. It was not until 1842 that a new trend was set in the celebrated case of Commonwealth vs. Hunt, in which Chief Justice Shaw, of the Supreme Judicial Court of Massachusetts, found that labor unions could function so long as the end to be achieved by them was not illegal and they used legal means to achieve that end.

From then until now we have had 100 years of testing the legality of the objects and methods of labor unions. The vicissitudes of that struggle make very interesting history, but we can't enter into that now. Suffice it to say that by the thirties the encouragement of collective bargaining was made a part of the public policy of the United States. The Norris-LaGuardia Act, the Railway Labor Act, section 7-A of the National Industrial Recovery Act, and the National Labor Relations Act are the most important legislation embodying a statement of this public policy.

Through the use of these fundamental rights--the right to vote, political citizenship, and the right to organize and bargain collectively, economic citizenship--workers have been able to establish a whole series of individual human rights. These rights proceed in two streams--collective bargaining and legislation.

Before seniority provisions were written into labor contracts, a worker's tenure in his job was subject to the arbitrary discretion of the employer to lay him off, fire him

without cause, demote him, transfer him to more disagreeable work, and subject him willy-nilly to any number of hazards and indignities inherent in a master-servant relationship. With the establishment of seniority provisions, limits are placed on the employer's authority, and the employees gain the right to job tenure as something they have earned by years of service on the job.

The right to a definite wage rate which could not be changed at the discretion of the employer did not exist for the ordinary worker before these provisions were established by their unions. Limitations on hours of work, starting time, quitting time, limitation on split shifts, provision of certain tools, work clothes, certain safety and sanitary devices, protection against the elements, and numerous other provisions negotiated by unions through collective bargaining and written into contracts can be analyzed from the viewpoint of the creation of workers' rights which formerly did not exist.

The unions are constantly engaged in protecting these rights and creating new ones. Paid holidays, paid vacations, paid sick leave, group insurance, hospitalization benefits, and pension plans, all of which in the twenties were lures by which a welfare capitalism hoped to defeat the unions, are now part of the common demands of unions in collective bargaining negotiations, and are written into labor contracts. As a result, workers now receive these benefits, not as a gratuity from a benevolent employer, which could be bestowed or denied at the employer's discretion, but as a right to which he is entitled, because he has earned it by his labor in the same way in which he earns his wages.

Labor unions are also engaged in securing social security legislation which creates rights to protection for the worker against the common economic hazards. Many of these hazards are beyond the ability of any single employerwide, industrywide, or even unionwide group to cope with successfully, and produce best results when approached on a statewide or nationwide level.

Before such legislation was adopted, relief from the distress of these economic hazards was a matter of personal responsibility and private or public charity. No rights to benefits existed; and no collective responsibility, outside poor laws, with their humiliating means tests, was recognized. Many private organizations, including workers' benefit societies, were created to meet such needs.

Before labor organizations acted as bargaining agents of workers, they acted as benefit societies aiding their members in time of distress. They helped to provide relief when a worker's income was cut off, through accident, sickness, unemployment, or death. Many of these functions are still carried on by labor unions. Employers, too, some out of feelings of philanthropy, many out of desires to supplant the unions and alienate the loyalty of their workers from labor organizations, set up their own relief systems. The former was a system of self-help, the latter a system of paternalism. Neither was based on recognition of any industrial or social obligation. Neither changed the concept of individual responsibility, and neither developed any industrial or social right.

The first effort to transform the concepts of individual responsibility and voluntary relief into a system of industrial rights was the development of employers' liability laws and workmen's compensation systems. Before the development of these laws, the cost of industrial accidents was largely borne by the victim. The common law defenses--of fellow servant, assumption of risk, and contributory negligence--easily enabled employers to escape responsibility for industrial accidents and thus shift the full burden of these industrial hazards to his employees.

The enactment of these laws did three outstanding things. They established a social liability for industrial accidents, they enabled the worker to present his claims as a right to which he was legally entitled, and they made the expense of workmen's compensation a legitimate charge against production, which spread the money cost of industrial accidents among all purchasers of the product.

The alleviation of distress caused by unemployment was the next field that was transformed from a system of individual responsibility and relief into a system of social obligation and human rights through the adoption of unemployment compensation acts. Through these laws part of the loss of income through involuntary idleness is shifted from the individual and is recognized as an industrial liability, the expense of which is spread among industry generally, becomes a production cost, and is passed on to all purchasers of industry's products.

What workmen's compensation acts did for the victims of industrial accidents, and unemployment compensation acts did for the unemployed, the old age benefit provisions of the Social Security

Act are doing for the aged worker who must retire from employment. Under these provisions he is entitled to an annuity as a legal right, and is not marked as the recipient of public or private charity.

Piece by piece we are developing a system of welfare, based on concepts of social obligation, industrial liability, and human rights, which preserves the dignity of the individual; and we are abandoning the concept of individual responsibility for industrial and social hazards.

These rights, whether provided by collective bargaining or social security legislation, are all job-connected rights. They are developed through placing limitations on the arbitrary power of economic superiors and through providing a collective responsibility for social and economic hazards which were formerly considered the sole responsibility of the individual. Through establishing that, benefits are provided as part of the return for services rendered, that is, earned through the performance of work just as wages are earned. Such provision immeasurably increases the personality stature and the feeling of dignity of the individual worker.

I have herein identified American unions with a developing economic citizenship, a job democracy, which is just as important to the worker as political democracy.

These rights were achieved by struggle step by step, inch by inch. It was through these struggles that the character of the labor movement was fashioned. The action and the programs and the attitudes of working men, their unions and labor leaders were fashioned as a result of this history of struggle.

Everything, every improvement in working conditions - lowering of working hours, job security, increases in wages - protection against economic hazards had to be won the hard way. If this is true of the labor movement generally, it is doubly true of the Teamsters. Many of the occupations which are now organized by the Teamsters until comparatively recently even lagged behind industry in general in the improvements made. This was especially true in the distribution fields.

The Baking Industry as an example for driver salesmen lagged behind other industries in adopting the 5 day week and there are still some few areas where the driver salesmen work 6 days at straight time wages.

The industry is suffering from this lag in a curious way. Recently the Department of Agriculture published figures showing that using the years of 1947 - 1949 as a base, the all food items group in the consumer price index increased by 18% while the retail price of white bread went up 55%. A substantial part of the difference in the increase is due to the fact that the 5 day week was already in effect and the cost already reflected in the prices of the products of the other industries with which the comparison was made prior to the base period selected for the comparison and the Baking Industry had to pass on the cost of putting the 5 day week into effect after the base period, and so now must

suffer the consequences of this invidious comparison.

Management in Baking Industry has not been a pioneer in initiating improvements in labor standards. The Teamsters has to achieve these improvements by hard struggle against strong opposition. I do not say this just to be critical, but to explain why union workers and union representatives behave the way they do when confronted by demands for change by management. They are suspicious that these moves are an onslaught on their hard won gains.

The International Brotherhood of Teamsters is concerned over the serious problems confronting both our members and bakery operators in the baking industry. The problems are complex -- and therefore the solutions are not simple.

To solve these common problems requires full and intelligent discussion and mutual education before we get to the bargaining table. There is a basic need for our union and the industry to meet and intelligently exchange ideas in a calm atmosphere. I will discuss this in more detail later.

We recognize that there are basic economic factors and must beyond the control of either party which account for much of the baking industry's current problems. These include the change in the character of the food retailing industry with the sharp decline of the "mom and pop" stores; the shift of bargaining power from the baker to the chain stores and voluntary co-ops; the fact that bread is less perishable today and can be transported over greater distances; the relative stability of consumption of baked goods; excess capacity which causes bakers to seek outlets

outside their own immediate market area; etc.

Without attempting to minimize these important factors, it is only fair to state that certain industry practices have intensified the problem.

The industry is not without fault. The president of the American Bakers Association last October ticked off the following:

- 1) "Secret discounts, payola, special deals, under the counter pay-offs, and other similar practices . . ."
"discounts . . . merely as commercial bribery in order to get a larger share of the business the easy way."
- 2) "Big bakers . . . continually overloading the market . . . (and) have resorted to high pressure tactics . . ."
- 3) "High stale; discounts up to 14% (How can you possibly have a low cost of distribution with discounts?); excessive advertising that in no manner increases the consumption of bread; supervisors who do all but supervise, etc."

Discounts, free bread, and the purchase of favorable store positions are prevalent. Marketing experts agree that if bakers can eliminate these and similar unethical practices, they can, in most cases, double their profits with no loss of volume. Any advantages gained by these practices are temporary and expensive. Competition dictates that they be met. The industry is confusing volume with profits, apparently forgetting that volume sales at a loss only show up in red ink.

Competition is supposed to produce efficiencies and lower costs. In the baking industry, however, primarily because of three factors: -- (1) excess capacity (which results in over-production); (2) the practice of flat pricing; and (3) consignment selling -- competition promotes duplication and in turn increases costs. It holds an umbrella over the inefficient. It produces waste and boosts prices. The increasing cost of stale bread -- itself a consequence of competition -- illustrates existing wasteful competition.

The practice of flat pricing on a consignment basis is the root of the problem -- and labor has nothing to do with this.

Bakers feel oppressed by the problems of competition, but to date seem to have been unable to develop effective solutions. No new system has been developed in adaptation to the new structure of the grocery retail market. This is a management function.

Teamster bakery locals throughout the country inform me that they have been approached with one or more of the following proposals:

- 1) Dock pick-up or delivery.
- 2) Warehouse delivery.
- 3) Reduced commissions.
- 4) Change to an hourly rate basis.

There may be others.

These proposals are presumably designed to help compete with captive bakeries by supplying local chains or voluntary co-ops with a private label or low-price bread. Presumably, too, though this is not explicit, single stores -- the "mom and pops" -- will

continue to receive full service at standard commission rates.

Many of our locals have rejected these proposals. Others, for good and sufficient reasons, have accepted them, and a variety of devices and arrangements have been developed. (More about this later.)

What about the locals and the union membership who have rejected such proposals? Aren't they responsive to the needs of this industry? Don't they have the long-run interest of their members at heart?

I think that to some degree, at least, the responses of our people to management's proposals are due to inefficient and uneconomic management practices. Our people believe, rightly or wrongly, that these management practices contribute considerably to the industry's present difficulties. Our members also feel this way -- and it is important to remember that the membership has to be sold and agree to new arrangements.

Our bread drivers are aware of the deals in which rebates are given, bread offered free, exclusive stops purchased, kickbacks are made. This is not the kind of atmosphere that fosters either sound business or sound employee relations. The routeman remembers this when he is asked to give up a gain or benefit which his union has won for him. Regardless of the forces or the events that may have driven a bakery operator to embrace poor competitive practices, the routeman is more likely to judge on the basis of what happened than on the basis of why it happened.

This may be unfortunate in terms of finding a solution, but it is basic human nature. And we're all guilty of the same attitudes.

Let's turn to some specific inefficiencies and uneconomic industry practices, as our unions see them.

1) Stales

Run-away stales account for as many business failures as any other cause.

The baking industry stale return average is running at 9.2%. This represents \$225 million. If stales were cut in half, the industry's profits would increase by over \$100 million. Yet the industry seems to accept high stales as a way of doing business.

According to one leading industry operator, product staling now represents 15% of the total cost to sell.

Stales are the most costly and wasteful factor in distribution. The industry can't afford these costs, yet they increase from year-to-year. From 1947 to 1958, losses and stale returns rose 700%.

2) Call-Backs and Special Deliveries

We question whether management's insistence that drivers make repeated call-backs to a store pays off in greater sales volume. They are time consuming; they stretch out the work day without demonstrably producing more sales and assuring greater route productivity; they add to truck mileage and delivery costs.

In the Houston bakery industry, for example, with routes reduced to an average of thirty stops per driver-salesman, the bakeries are forcing these men to service all accounts, including 10-loaf a day stops, five and six times daily. Driver salesmen are still operating the bread truck the same number of

hours on one half the volume.

Question: Do grocers really want services several times a day, or are call-backs merely a wasteful and uneconomic tactic which bakers insist upon to try to take some business away from a competitor?

Would it not be preferable and more economical to agree with the union, in a market-wide agreement, to limit the number of call-backs and provide for enforcement of this rule?

In a number of markets, the union contracts permit discussion and agreement on changes in delivery, merchandising and compensation methods. Yet, suprisingly, bakery operators in most of these markets have not, to our knowledge, come up with alternative proposals or methods. There is apparently no consensus within the industry as to what modifications have to be made in the distribution process, other than to cut wages.

In order to meet chain-store competition, bakery management has proposed to our unions three basic changes which involve:

- a) Commissions;
- b) Freight-type delivery; and
- c) Work rules.

I'd like briefly to discuss these proposals and give you the reactions of our local unions and their members.

a) Commission method of payment

Takes several forms:

(1) Reduce commissions for certain non-service types of delivery: warehouse, dock, back room, etc.

(14) Change from commissions to straight hourly rate.

Let's take a look at the commission system. The commission system was very efficient at the time of its introduction,

by industry. Commissions served well for many years; people have become accustomed to them.

Under the commission system, the bakers could send a man out and because he had an incentive to make more money, he would try to sell more.

Now supermarkets have entered the picture. The best way to deliver bread to these stores is to take it in large quantities.

Management, of course, claims that the commission system has now become a drag on progress in serving and supplying supermarkets who do not have their own bakers, but who have to compete with grocery chains who do have their own bakeries and who get these products delivered on an hourly basis.

Also, we have built up not only a lot of driver-salesmen who depend on commissions, but we have built up oven capacity in many small bakeries which depend upon this system. We have about twice as much over capacity as is needed. Therefore, a great many bakers also depend on this system and will do everything they can to preserve it.

But another system is now in the picture. Why? Not because the bakers wanted it, but because the chain stores built their own bakeshops when they couldn't make a deal with the bakers to deliver bakery products in the way they wanted.

The industry holds that commission drivers are heavily overpaid at large stops and that under a commission system increased route averages bring no net savings.

I must in all candor state that in some areas our local unions and the industry have negotiated an hourly rate equivalent of past commission earnings and have scrapped the commission system.

b) Freight-type delivery vs. "Specialty Service" delivery.

Inherent in management's proposals to convert from commissions to hourly rates of pay is a change in the delivery method: from full service to freight-type dock, warehouse, drop, or back-room delivery. Display work and rack service, presumably, would be done by store clerks.

Elimination of rack service probably will lead to a decline in sales, since display of bakery products by grocery clerks would be much poorer. Good display creates additional sales in view of impulse buying.

It is questionable whether most bakers wish to convert the driver-salesman into a deliveryman.

From the union's point of view, large-volume deliveries in tractor-trailers as against present full-service delivery methods inevitably spell loss of jobs.

The union has a prime objective to safeguard job opportunities for its members. We do not believe it to be unreasonable to ask industry to consider the social cost of its actions and agree with the union on such items as the following: provide a guarantee against job loss for a minimum specified period; stretch out the introduction of new methods so as to minimize displacement and let normal attrition reduce the work force; provide severance pay; transfer displaced deliverymen to sales or solicitor work; re-train displaced employees; etc.

I stated earlier that a number of our local unions have agreed to modify their existing compensation arrangements. Although there are markets where private label receives the same commission rates as brand names, in other areas, an hourly rate or a reduced

commission has been negotiated.

A wide variety of arrangements have been worked out.
For example:

- (i) Direct delivery to chain stores at hourly rate.
- (ii) Deliver private label or secondary bread to warehouse or central distributing points by hourly paid drivers.
- (iii) Exclusive private label routes to chain stores at lower commission. No orders, displays, collections, sales, or call-backs.
- (iv) Lower commissions only on new accounts secured through sources other than routeman. Not to apply to types of accounts now being served by driver-salesmen or similar accounts which may be obtained in future. Depending on nature of business, drop deliveries or display.
- (v) Lower commission on secondary loaf, which is handled along with other products. Display in some markets; no display in others. No limit on quantity in some markets; limit in others. In one area, there are two levels of lower commission rates, depending on whether sales are picked up.

There are still other variations.

Union Proposals

Bread is becoming less perishable. It is capable of being moved long distances, 500 miles or more. This means that overcapacity in one market can well lead to overcapacity in distant markets. Frozen bread is on the horizon. All of this means that local markets may give way to regional or national markets and the type of local, individual bargaining prevalent today may give way to broader bargaining units.

Area-wide contracts, embracing large territories, may be a key factor in solving the problems arising in outlying areas which adversely affect major unionized centers. Such area-wide contracts would level out differences in compensation practices and fringes. It would, for example, eliminate competitive disadvantages in contiguous areas arising from the fact that different bakers deal with different Teamster local unions having different contracts. Uniform conditions would help union bakers.

Area contracts would also draw in general (miscellaneous) locals which have bakery drivers among their membership and gradually bring up their scales and conditions to the level of specialty bakery locals in major metropolitan centers.

Area contracts would also facilitate organization of non-union bakery operations and remove their competitive advantage due to lower wages and conditions.

I suggest that the baking industry give this proposal serious consideration. It would serve to protect both companies and unions in a given market from other union firms outside the market whose contracts have lower wages and conditions. It would provide a valuable tool in organizing non-union firms in the area covered by the agreement.

The union is obligated to develop an effective organizing campaign, working through our Joint Councils, to organize non-union bakers. Such campaigns should enlist the full support, cooperation, and expertise of our bakery drivers local unions, since they are vitally affected.

Baking companies in major metropolitan areas have complained about out-of-line or substandard bakery contracts

negotiated in outlying areas which adversely affect them, since the outlying bakers then invade their markets on the basis of lower delivery wage costs. This situation would be eliminated by broad area agreements. Pending such agreements, however, we are exploring the possibility of developing negotiating teams from specialty bakery driver locals to assist our miscellaneous general locals in their negotiations. As you can appreciate, this touches on sensitive grounds such as local union autonomy.

Another avenue we are exploring, pending successful completion of regional agreements, is to develop protective contract language as much in your interest as in ours. For example, many of our bakery driver locals (as in milk) are proposing that if delivery is made to an area where higher scales prevail, the driver is to receive the higher rate; that is, when serving or delivering outside their areas, they are to observe the bakery contract working conditions and wages in existence in such areas. This will prevent undercutting by out-of-state or out-of-area bakers, both union and non-union.

Finally, our dairy local unions are trying to convince their employers not to sell bakery products and thus preserve the distribution of baked goods for bakers and their employees.

I do not wish to leave you with the feeling that we are unalterably opposed to any adjustments to meet the competitive problems of the wholesale bakers. I have already indicated that a number of our locals have, for one reason or another, agreed to various modifications.

Without passing on the merits of any of the following suggestions or alternatives, I believe they should be explored:

1) A graded commission system related to different kinds of service or different classes of customers.

2) Higher guarantee and lower commission rate for private label or secondary bread, to prevent loss in pay for the driver.

3) Put driver-salesman's commission on unit basis rather than money (as in milk).

4) Guaranteed weekly salary.

5) Store delivery on low commission, high-volume basis.

I am sure you have other suggestions.

Joint studies, made outside the contract negotiating period, may provide fruitful solutions.

I should like to suggest that bakery operators and our local unions meet periodically, for example, every two months, to discuss these problems. There should also be similar educational meetings on a national level with bakery driver representatives, to study bakery problems and, perhaps, develop mutually acceptable plans for alleviating many of the problems we face. The crucial factor here is that both sides honestly face up to the problems, and sincerely seek acceptable solutions.

In some industries confronted with similar problems, such as longshore, joint labor-management committees were created specifically to explore the problems and to make recommendations.

It is in connection with such educational conferences that The Economics of Distribution Foundation, headed by David Kaplan, can be very helpful to both sides.

Our Teamster officers are increasingly aware of the changes that affect the distribution process in the bakery industry: the development of supermarkets; the disappearance of 100,000 small grocers; the development of co-ops and voluntary chains which have great bargaining power; and the fact that their members are no longer serving a homogenous market.

As practical realists, they know that the chains and the co-op buyer control the market. They know that chain brands are getting a bigger share of the market and that private labels are crowding our brand names. They know that the concentration to larger grocery units is continuing.

And as practical realists, I think they realize they have to give serious consideration to different types of distribution systems to fit these conditions. I think they recognize that they may have to consider greater flexibility in methods of compensation.

Recognize that the union has problems. The basic trade union principle of jurisdiction combined with local union autonomy often makes it difficult to work out solutions.

Local union membership may fail or refuse to recognize these problems and effectively hobble their leadership in accommodating to the new situation. They are also accustomed to a given earnings level and fear loss of take-home pay if the delivery or compensation methods are changed. They may continue to take this attitude even though the loss of stops and routes because of competition cuts their weekly earnings.

As a trade union we recognize that progress, productivity and efficiency are a prerequisite to the welfare of our

members. We believe that there are ways of satisfying both objectives: management's desire for more efficient distribution and our members' desire for maintenance of earnings and job security.

Union members have come to expect protection from their union. The union as their organization and the union leadership cannot fail them. Protection of jobs and wages is paramount. If they are to give up or modify established conditions and practices, they expect some assurances or safeguards; some recompense for loss of equity in their jobs.

We believe that bakery employers increasingly recognize that if distribution methods are changed, job rights and earnings guarantees are essential.

Both you as industry leaders and we as trade union officers have to think hard and seriously about how this can be achieved. We have to develop a new type of industrial engineering in which the human factor is not ignored.

Together we must analyze the problems facing our industry; analyze their meaning and significance and determine what has to be done to solve these problems. This is our job. Let us not shirk it.



ADMINISTRATIVE FILE
American Bakers Association
X Distribution
X Fiedler, Harold

AMERICAN BAKERS ASSOCIATION
TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2-2831

Office of the Secretary

September 28, 1962

To All Speakers on the
1962 ABA Convention Program

Dear Mr. Gibbons:

Because you are a speaker at the 1962 ABA Convention,
we are pleased to enclose an advance copy of the Con-
vention Program, in multilith form, that we thought you
would like to review.

When you arrive at the ABA Registration Desk located
in Parlor O on the Mezzanine Floor of the Sherman House,
you will receive a copy of the printed program.

We are very grateful for your participation in the ABA
Convention Program and we are sure that all members
look forward to hearing your address.

With kindest regards, I remain

Yours sincerely,

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:m
Enclosure

Mr. Harold J. Gibbons
Executive Assistant to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

This is the ticket!

... for a GREAT
Annual Meeting and Convention
AMERICAN BAKERS ASSOCIATION
October 13 - 17, 1962 - Sherman House
Chicago, Illinois

When you attend the 1962 ABA Convention you will get the biggest money's worth you will find anywhere today -- for nowhere will you get more direct, more useful and more profitable information. Read each of the enclosed programs of the sessions and events that have been carefully planned for your benefit.

Even if you attend only a few of these stimulating and informative sessions, your frequent contacts and discussions in the lobby and halls of the hotel with other Bakers having problems similar to yours, will give you a new perspective of your business, new ideas on management skill, effective leadership, greater profits, better production control, data processing, executive selection, and many other pressing and timely subjects. Renew your enthusiasm and give yourself added confidence in the future of the Baking Industry that is increasing its sales month by month and moving ahead!

There'll be time for relaxation and good fellowship too. If you're entertaining or being entertained, be sure to attend the ABA Annual Bakers' Party, Monday evening, October 15, where you'll enjoy a delicious filet mignon dinner and an evening of entertainment selected from the finest acts appearing in Chicago. All seats are reserved -- tables of 8 -- dress optional -- no refund for unused tickets.

Before it's too late, please fill in and mail the enclosed pre-registration form, if you have not already done this, and be sure to order your Banquet and Wholesale Bread and Industrial Relations luncheon tickets.

See you in Chicago at the ABA Convention!

John H. Way, General Chairman
1962 Convention Committee
American Bakers Association
Sept. 26, 1962

1 9 6 2 P R O G R A M

ANNUAL MEETING AND CONVENTION - AMERICAN BAKERS ASSOCIATION

October 13-17, Sherman House

Chicago, Illinois

SATURDAY, OCTOBER 13

Afternoon

ABA WHOLESALE CAKE BRANCH SESSION The Assembly - Mezzanine

All Bakers and Allied Tradesmen Invited to Attend Meeting

John G. Loeffler, Chairman; Vice Pres. - Sales, Drake Bakeries, Inc., New York, N. Y.
Russell W. Jobe, Co-Chairman, Ass't. Sales Mgr. - Cake, Ward Baking Co., New York, N. Y.

1:30 P. M. Call to Order

John G. Loeffler, Chairman

Leadership for Survival:
Upgrading Managerial
Quality -- The Key to
Maintained Profits

Dr. Edward M. Barnet
Director, College of Business
Michigan State University
East Lansing, Michigan

Data Processing as it
applies to Route Accounting

Gordon H. Chadek
Manager, Automated Route Manage-
ment, The Service Bureau Corp.
Pittsburgh, Pennsylvania

Closing Remarks

John G. Loeffler, Chairman

Cake Exhibit -- Coffee and Social Get-Together

All Bakers are invited to study and sample
the products of successful Cake Bakers
from all over the country.

5:00 P. M. Adjournment

(over)

1962 ABA OFFICERS' RECEPTION

Evening

Grand Ballroom

5:00 P.M. to 7:00 P.M.

SUNDAY, OCTOBER 14

Cecelia Toohey Trio

Assorted Finger Sandwiches Petits Fours Coffee - Tea

Lady Guests

-

All Invited

MONDAY, OCTOBER 15

Morning

ABA GENERAL SESSION

Grand Ballroom

**John C. Koetting, Chairman; Chairman, Rainbo Baking Company, Houston, Texas
Chairman, American Bakers Association, Chicago, Illinois**

9:00 A.M. Music - Priscilla Holbrook at the Organ

Annual Meeting - Call to Order

John C. Koetting, Chairman

The Lord's Prayer

William E. Maier

The National Anthem

**Pres., Maier's Bakery, Inc.
Reading, Pa.**

Chairman's Report

John C. Koetting, Chairman

New Bakers of America Program

Proposed By-Law Amendments

Report on Elections and Announcements

Presentations

Introductions

Greater Profits Through

Better Management

Don F. Copell

**Pres., The W.E. Long Co. -
Independent Bakers Coopera-
tive, Inc., Chicago, Ill.**

Government in Agriculture and How

it Affects the Baking Industry

Charles B. Shuman

**Pres., American Farm Bureau
Federation, Chicago, Illinois**

12:30 P.M.

Adjournment

John C. Koetting, Chairman

(over)

SUNDAY, OCTOBER 14

Afternoon

ABA RETAIL BRANCH SESSION

Bernard Shaw Room

Sponsored By
Associated Retail Bakers of Greater Chicago

All Bakers and Allied Tradesmen Invited to Attend

Hellmut W. Stolle, Chairman; Director, Associated Retail Bakers of Greater Chicago; Proprietor, Stolle's Bakery & Delicatessen, Chicago, Illinois

1:30 P. M. Call to Order and Welcome Hellmut W. Stolle, Chairman

Introduction of Edmund Piasecki
President, Associated Retail Bakers
of Greater Chicago; Proprietor,
Edmund's Pastry Shop, Chicago, Ill.

Protection Through Effective William D. Boockford
Insurance at Nominal Cost William D. Boockford & Co.
Chicago, Illinois

Training Young Men for Frank G. Jungewaelter
Retail Bakeries Technical Director & Con-
sultant, Chicago Bakers
Cooperative Association
Chicago, Illinois
and
Max Schroeder
Chairman, Vocational Training
Committee, Associated Retail
Bakers of Greater Chicago;
Proprietor, Schroeder's Pastry
Shop, Chicago, Illinois

Creating More Profitable Frank Kuhn
Retail Sales Caravan Products Company, Inc.
Passaic, New Jersey

Meeting Competition Joseph T. Meek
President, Illinois Retail
Merchants Association
Chicago, Illinois

Questions and Answers Hellmut W. Stolle, Chairman

There will be bakery products on display made with machinery suitable
for retail operation.

5:00 P. M. Adjournment

MONDAY, OCTOBER 15

Afternoon

SPECIAL LUNCHEON MEETING

Louis XVI Room

12:45 P. M.

Special Luncheon Meeting
sponsored by ABA Industrial
Relations Committee

Harry T. Eggert, Chairman
Vice President, National
Biscuit Co., New York, N. Y.;
Chairman, ABA Industrial
Relations Committee

Tickets for this meeting are on sale now
at the Association's Chicago office.

1:45 P. M.

The Baking Industry
A Critical Look

Harold J. Gibbons
Exec. Ass't. to General President,
International Brotherhood of
Teamsters, Washington, D. C.

2:30 P. M.

Adjournment

MONDAY, OCTOBER 15

Evening

ANNUAL BAKERS PARTY

Grand Ballroom - Sherman House - 8:00 P. M.

DINNER - DANCING - ENTERTAINMENT

Presenting FRANKIE MASTERS and his Fifteen Piece World Famous
Orchestra and featuring lovely vocalist PHILLIS MYLES -- an all-
star floor show including THE SUTTON DANCERS -- the nationally
famous HARMONICATS, and other sensational acts.

If you are entertaining others or if you are being entertained, you will want
to attend the ABA banquet where all of your friends will be. This is
guaranteed to be the best dinner and entertainment "buy" in Chicago. The
price per person is only \$12.50 - all seats are reserved - and choice seats
are still available. Dress optional.

IMPORTANT - Time schedule of the Bakers Party: A delicious filet de
mignon dinner will be served promptly at 8:00 P. M., and no one will be
seated after that time; the Floor Show will start promptly at 9:30 P. M.
Dancing will follow the show.

MONDAY, OCTOBER 15

Afternoon
Gold Room (No. 114)

ROUND TABLE DISCUSSION ON SAFETY
CO-SPONSORED BY AMERICAN BAKERS ASSOCIATION
AND NATIONAL SAFETY COUNCIL

This meeting is open to all Bakers and others who are interested in Safety

Chairman: E. R. Zimmerman, Director of Insurance and Safety, American Bakeries Company, Chicago, Illinois; Chairman, Bakers Division, Food and Beverage Section, National Safety Council.

2:30 P. M. Call to Order

E. R. Zimmerman, Chairman

VEHICLE ACCIDENTS CAN
BE CONTROLLED

(a) In Route Operations
(Route Trucks)

Walter C. Mahlstedt
Chairman, ABA Safety Committee;
Safety Engineer, Continental Baking
Company, Rye, New York

(b) In Transport Operations
(Tractor Trailers)

Robert W. Rohr
Manager, Safety Engineering Service
Interstate Bakeries Corporation
Kansas City, Missouri

Questions and Answers

E. R. Zimmerman

4:00 P. M. Adjournment

TUESDAY, OCTOBER 16

Morning

THE ALLIED TRADES OF THE BAKING INDUSTRY, INC.

1962 Annual Breakfast Meeting

Grand Ballroom

Arthur J. Bamford, Program Chairman; Bakers Weekly, New York, N. Y.

8:00 A. M. Breakfast

President's Report

J. Miles Decker
Pres., The Allied Trades of the
Baking Industry, Inc.; James M.
Decker Co., Inc., Baltimore, Md.

Election of Officers and Directors

Is the Baker in Outer Space?

George N. Graf
Gen. Mgr. & Dir. of Merchandising
Quality Bakers of America Coopera-
tive, Inc., New York, N. Y.

9:45 A. M. Adjournment

- To permit members to attend
Branch Session meetings.

(over)

MONDAY, OCTOBER 15

Afternoon

ANNUAL MEETING OF MEMBERS

Institute Building
400 East Ontario Street
Chicago, Illinois

AMERICAN INSTITUTE OF BAKING

3:00 P.M. Call to Order

Daniel J. Uhrig
Chairman, American Institute of Baking;
Ass't. to Pres., Interstate Bakeries Corp.
Los Angeles, California

Introduction

Howard O. Hunter
President, American Institute of Baking
Chicago, Illinois

School of Baking

James Hawkinson
Professor of Marketing, Northwestern University
Evanston, Illinois

Consumer Service
Department

Ellen H. Semrow
Dir., Consumer Service Dept., American Institute
of Baking, Chicago, Illinois

Department of
Sanitation

Shelbey T. Grey
Ass't. Commissioner, Food and Drug Administra-
tion, Washington, D. C.

Research Program

Dr. Henry Borsook
Professor of Biochemistry, California Institute
of Technology, Pasadena, California

Membership Com-
mittee Report

A. G. Hessel, Co-Chairman Membership Com-
mittee; Vice Pres., Continental Baking
Company, Rye, New York

Frank X. Ragan, Co-Chairman Membership Com-
mittee; Vice Pres., Standard Brands, Inc.
New York, N. Y.

Treasurer's Report

John A. Kluetsch
Treasurer, American Institute of Baking; Pres.
Chapman & Smith Co., Melrose Park, Ill.

Business Session

A buffet will be served to the members on the second floor
immediately following the meeting.

Chartered buses will leave the Sherman House (LaSalle Street
entrance) at 2:30 and 2:40 P.M. for the Institute and return to
the hotel after the meeting.

TUESDAY, OCTOBER 16

Morning

Old Chicago Room

ABA WHOLESALE PIE BRANCH SESSION

All Bakers and Allied Tradesmen Invited to Attend

Tom A. Manglis, Chairman; President, Shenandoah Pie Company, St. Louis, Mo.
Theodore Turner, Co-Chairman; President, California Pie & Baking Co., Inc.,
Brooklyn, New York

9:30 A. M. Call to Order and Opening Remarks

Tom A. Manglis, Chairman

Choosing Executives for Profit

Gardner W. Heidrick
President, Heidrick &
Struggles, Inc., Chicago,
Ill.

Profit Through Product Research

Marcus I. Wegner
Dir., Product Research,
Development & Control
Ward Baking Company
New York, N. Y.

Labor Relations

Christo Cocaine
Vice President, Table
Talk Pastry Co., Inc.
Worcester, Mass.

Report from ABA Governor
representing Pie Branch

Boyd M. Frazier
Pres., Erie-Thomas
Pie Co.
Toledo, Ohio

New Regulations for Cream
Type Pies

Monroe Boston Strause
Baltimore, Maryland

12:30 P. M. Adjournment

(over)

7

TUESDAY, OCTOBER 16

Morning

Crystal Room

ABA HOME SERVICE BRANCH SESSION

All Bakers and Allied Tradesmen Invited to Attend

Bernard Schmidt, Chairman; Vice Pres. in Charge of Personnel & Sales,
Capital Bakers, Inc., Harrisburg, Pa.

10:00 A. M.

Call to Order and Introductory
Remarks

Bernard Schmidt, Chairman

What Do You See?

A set of color slide films taken by
Capital Bakers, Inc., of Home
Service Bakery Salesmen at work,
illustrating incorrect procedure.

Arthur Nast
Capital Bakers, Inc.
Harrisburg, Pa.

Is There a Future for the Door-
to-Door Baker?

G. W. McKendry
Vice President & Gen. Mgr.
Morrison-Lamothe Bakery, Ltd.
Ottawa, Ontario, Canada

Discussion Period

The Assembled Group will break into round table
discussion groups for a practical demonstration
of group dynamics covering the following subjects:

Surplus Control
Credit
Solicitation
Merchandising
Supervisor Training

Discussion leaders will be on hand to act as group leaders.

12:45 P. M.

Adjournment

8

TUESDAY, OCTOBER 16

**Morning and Afternoon
The Assembly (Mezzanine)**

ABA MULTIPLE-UNIT-RETAIL BRANCH SESSION

All Multiple-Unit-Retail Bakers and Allied Tradesmen Invited to Attend

Arthur D. Ullrich, Chairman; Assistant to the President, Ebinger Baking Company, Brooklyn, New York

Camille J. Burny, Jr., Co-Chairman; Assistant Secretary & Treasurer, Burny Bros., Inc., Chicago, Illinois

10:00 A. M. Call to Order and Opening Remarks Arthur D. Ullrich, Chairman

Production

**Irwin O. Rohrbach
Production Manager, Ebinger Baking Co., Brooklyn, N. Y.**

Distribution

**Olin Scroggins
Awrey Bakeries, Inc.
Detroit, Mich.**

Sales

**James L. Hall
Vice President & Director of Sales, Egekvist Bakeries, Inc., Minneapolis, Minn.**

Comparative Cost Analysis

**John C. MacAlpine
J. C. MacAlpine & Son
Philadelphia, Pa.**

12:30 P. M. Luncheon The Assembly

2:00 P. M. Call to Order Arthur D. Ullrich, Chairman

**Panel Discussion and Questions and Answers Camille J. Burny, Jr.
Co-Chairman and Moderator**

Panel Members

James L. Hall, Irvin O. Rohrbach, and Olin Scroggins

Closing Remarks

Arthur D. Ullrich, Chairman

5:00 P. M. Adjournment

(over)

Afternoon

Louis XVI Room

R. J. Lewis, Chairman; President, Lewis Bros. Bakery, Inc., Anna, Illinois

(Tickets on sale at ABA
and Registration Desk)

R. J. Lewis, Chairman

Joseph T. Meek
Pres., Illinois Retail Merchants
Association, Chicago, Illinois

Archie T. Downie
Dir., Cost Control, The W. E.
Long Co., I. B. C., Chicago, Ill.

Albert S. Schmidt, Jr.
Vice Pres., Capital Bakers, Inc.
Harrisburg, Pa.

Harold E. Snyder
Publisher & Editor, Baking
Industry Magazine, Chicago, Ill.

R. J. Lewis, Chairman

Adjournment

WEDNESDAY, OCTOBER 17

Morning

ABA GENERAL SESSION

Grand Ballroom

John C. Koetting, Chairman; Chairman, Rainbo Baking Company, Houston, Texas
Chairman, American Bakers Association, Chicago, Illinois

9:00 A.M. Music - Priscilla Holbrook at the Organ

Annual Meeting - Call to Order

John C. Koetting, Chairman

Life's Higher Goals

The featured speaker in this 29 minute
color film is the Reverend Bob Richards,
Director, Wheaties Sports Federation,
Minneapolis, Minnesota

This I Believe

E. E. Kelley, Jr.
Pres., Butter Krust Bakeries,
Inc., Lakeland, Fla.; Pres.
American Bakers Association
Chicago, Illinois

The Business Outlook

Dr. Dexter M. Keezer
Economic Advisor, McGraw-
Hill Publishing Company
New York, N. Y.

Management Skill Will
Determine Our Future

Bill Gove
Pres., Bill Gove Organiza-
tion, Coral Gables, Fla.

The Impact of World Events
on American Businessmen

The Honorable Walter H. Judd
House of Representatives (Minn.)
Washington, D. C.

12:30 P.M. Final Adjournment

John C. Koetting, Chairman

Office of the General President

To: Al Weles
From: H. J. Gibbons

ACCORDING TO FILE
American Bakers Association
Initiation
Tiedler, Harold

September 19, 1962

DATE

The attached communication is self-explanatory.
Can you work up some notes for me on this appearance.

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure

September 19, 1962

Mr. David Kaplan
The Economics of Distribution
Foundation, Inc.
Room 3930, 500 Fifth Avenue
New York 36, New York

Dear Dave:

The attached correspondence is self-explanatory. Can you work up some notes for me on this appearance.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE CHICAGO 6 ILLINOIS DEARBORN 2 2831

Office of the Secretary

September 14, 1962

Dear Mr. Gibbons:

Thank you very much for your September 13th letter, with which you enclosed biographical material and a glossy print of yourself.

When I spoke with you on the telephone, you suggested, as a title for your talk, "The Baking Industry - A Critical Look". We are using this title in our printed program.

The members of the ABA Industrial Relations Committee would like to have a pre-luncheon reception for you in the Emerald Room (No. 104) in the Sherman House, starting about 11:45 A.M., Monday, October 15th. We assume that you will be staying at the Sherman House, and I am sure Harry Eggert will be in touch with you Monday morning to introduce you to the various members of our Committee.

Please let me know when you plan to arrive in Chicago so that we can make a reservation for you at the Sherman House.

Again thanking you for your cooperation and looking forward to meeting you on Monday, October 15th, and hearing your address, I remain

Yours sincerely,

A handwritten signature in cursive script, appearing to read 'H. Fiedler'.

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue N.W.
Washington 1, D. C.

Office of the General President

To: Al Weiss
From: H. J. Gibbons

ADMINISTRATIVE FILE
*American Bakers
Association*
September 19, 1962
- X - DATE

The attached communication is self-explanatory.
Can you work up some notes for me on this appearance.

HJG
H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE CHICAGO 6, ILLINOIS DEARBORN 2-2831

Office of the Secretary

September 14, 1962

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Please let me know when you plan to arrive in Chicago so that we can make a reservation for you at the Sherman House.

Again thanking you for your cooperation and looking forward to meeting you on Monday, October 15th, and hearing your address, I remain

Yours sincerely,

Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:s
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue N. W.
Washington 1, D. C.



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE CHICAGO 6, ILLINOIS DEARBORN 2, MICH.

Office of the Secretary

August 16, 1962

Dear Mr. Oibbens:

We were very happy to learn, from a copy of a letter we received from Mr. Harry T. Eggert, Vice President of National Biscuit Company and Chairman of the ABA Industrial Relations Committee, that you had accepted his invitation to speak at the Industrial Relations Committee meeting on Monday, October 15, 1962 during the Annual Meeting and Convention of the American Bakers Association.

This will be a luncheon meeting, starting about 12:30 P.M., and will be held in the Louis XVI Room of the Sherman House, in Chicago. This meeting is usually attended by about 400 to 500 members of our industry, - that is, officers, executives, and representatives of management of the baking and allied industries.

Our Convention is always covered by the national news and wire services and by the editors of sixteen bakery trade publications. Pre-convention publicity is handled by our own staff.

Regarding your subject, - we assume that you will want to discuss a timely subject that will be of interest to all those in attendance. We shall appreciate it very much if you will kindly let us know, at your earliest convenience, what title you have selected to speak on so that we may include it in our pre-convention publicity. Also, we shall be grateful to you if you will send us an 8x10 glossy print of yourself together with a biographical sketch for publicity and introductory purposes.

If you deliver your talk from a prepared text, we would like to receive a copy of it not later than October 5th. It is our policy to reproduce the text of all talks that we receive prior to the Convention and to distribute them to the press immediately after the talk has been delivered. If you speak extemporaneously or from notes, you may wish to send us a broad outline of your talk.

AMERICAN BAKERS ASSOCIATION

#2

August 16, 1962

We will be happy to make a reservation for you at the Sherman House if you will let us know what your plans are.

On behalf of our officers and the entire membership of the American Bakers Association, I wish to thank you for accepting Mr. Eggert's invitation to speak at the ABA Industrial Relations Committee luncheon on Monday, October 15th. We look forward with great pleasure to meeting you and hearing your fine address.

Yours sincerely,

Harold Fiedler, Secretary
AMERICAN BAKERS' ASSOCIATION

H.F.g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Avenue N.W.
Washington 1, D.C.

ADMINISTRATIVE FILE

American Bakers
Assoc
x Invitation

September 13, 1962

Mr. Harold Fiedler, Secretary
American Bakers Association
Twenty North Wacker Drive
Chicago 6, Illinois

Dear Mr. Fiedler:

Enclosed I am sending you some biographical material and a glossy 8x10 print, as requested in your communication of August 16, 1962.

I am looking forward to seeing you in Chicago.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosures



AMERICAN BAKERS ASSOCIATION

TWENTY NORTH WACKER DRIVE - CHICAGO 6, ILLINOIS - DEARBORN 2 - 2831

Office of the Secretary

August 16, 1962

Dear Mr. Gibbon:

We were very happy to learn, from a copy of a letter we received from Mr. Harry T. Eggert, Vice President of National Biscuit Company and Chairman of the ABA Industrial Relations Committee, that you had accepted his invitation to speak at the Industrial Relations Committee meeting on Monday, October 15, 1962 during the Annual Meeting and Convention of the American Bakers Association.

This will be a luncheon meeting, starting about 12:30 P.M., and will be held in the Louis XVI Room of the Sherman House, in Chicago. This meeting is usually attended by about 400 to 500 members of our industry, - that is, officers, executives, and representatives of management of the baking and allied industries.

Our Convention is always covered by the national news and wire services and by the editors of sixteen bakery trade publications. Pre-convention publicity is handled by our own staff.

Regarding your subject, - we assume that you will want to discuss a timely subject that will be of interest to all those in attendance. We shall appreciate it very much if you will kindly let us know, at your earliest convenience, what title you have selected to speak on so that we may include it in our pre-convention publicity. Also, we shall be grateful to you if you will send us an 8x10 glossy print of yourself together with a biographical sketch for publicity and introductory purposes.

If you deliver your talk from a prepared text, we would like to receive a copy of it not later than October 5th. It is our policy to reproduce the text of all talks that we receive prior to the Convention and to distribute them to the press immediately after the talk has been delivered. If you speak extemporaneously or from notes, you may wish to send us a broad outline of your talk.

AMERICAN BAKERS ASSOCIATION

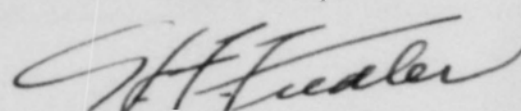
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August 16, 1962

We will be happy to make a reservation for you at the Sherman House if you will let us know what your plans are.

On behalf of our officers and the entire membership of the American Bakers Association, I wish to thank you for accepting Mr. Eggert's invitation to speak at the ABA Industrial Relations Committee luncheon on Monday, October 15th. We look forward with great pleasure to meeting you and hearing your fine address.

Yours sincerely,



Harold Fiedler, Secretary
AMERICAN BAKERS ASSOCIATION

HF:g
cc Mr. Harry T. Eggert

Mr. Harold J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Avenue N.W.
Washington 1, D. C.

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U.S. DEPT. OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

NATIONAL BISCUIT COMPANY
425 Park Avenue
NEW YORK 22, N. Y.

OFFICE OF
VICE PRESIDENT

August 15, 1962

Mr. H. J. Gibbons, Executive Assistant
to the General President
International Brotherhood of Teamsters
22 Louisiana Ave., N. W.
Washington 1, D.C.

ADMINISTRATIVE FILE
American Bakers Assn
X
X

Dear Harold:

Your letter of August 14th, just came in and I appreciate and am delighted, that you have accepted the invitation to speak at our Industrial Relations Committee Luncheon on Monday, October 15, 1962.

You will now hear from Mr. Harold Fiedler, Secretary, American Bakers Association regarding the arrangements.

With best wishes.

Sincerely,

Harry T. Eggert
VICE PRESIDENT

H. T. Eggert/jd

August 14, 1962

Mr. Harry T. Eggert, Vice-Pres.
National Biscuit Company
425 Park Avenue
New York 22, New York

Dear Mr. Eggert:

Thank you for your kind letter of August 8th.
Please know I am happy to accept your kind invitation and
will speak before the Industrial Relations Committee
Luncheon on Monday, October 15, 1962.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Mr. Haffa
Mr. J. H. Haffa

NATIONAL BISCUIT COMPANY
425 Park Avenue
NEW YORK 22, N. Y.

OFFICE OF
VICE PRESIDENT

August 8, 1962

Mr. Harold J. Gibbons, Executive Vice President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1. D. C.

Dear Harold:

As Chairman of the Industrial Relations Committee of the American Bakers Association, it gives me real pleasure to invite you to be guest speaker at the Industrial Relations Committee luncheon on Monday, October 15, 1962. The luncheon will be held at the Sherman House, Randolph and Clark Streets, Chicago, Illinois, and there will be a large attendance.

The luncheon will be an important event during the 1962 Annual Meeting and Convention of the American Bakers Association which is being held at the Sherman House from Saturday, October 13 through Wednesday, October 17, 1962. As you probably know, this is the major convention of the industry and those in attendance represent the large and the small of the industry throughout the United States.

Some of those who will be at the luncheon had the pleasure of hearing you talk at the Baker's Club Luncheon in New York City and they felt that your talk was most constructive. I am certain that you will have a receptive audience at this luncheon.

Again, it is a pleasure for me to extend this invitation to you in behalf of the American Bakers Association and I sincerely hope that you will be able to accept. An early reply will be appreciated.

Sincerely,

Harry J. Eggert
VICE PRESIDENT

H. T. Eggert/jd

WARD BAKING COMPANY

GENERAL OFFICES

475 FIFTH AVENUE

NEW YORK 17, N.Y.



May 23, 1955

ADMINISTRATIVE FILE

American Bakers Association

Industrial Relations Committee

X - Industrial Relations Committee

X Ward Baking Company

Mr. Dave Beck, General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
100 Indiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Beck:

Your letter of May 20th has been received and we are sorry that you are not in a position to accept definitely our invitation to speak at the American Bakers Association meeting in October this year. However, we fully appreciate that your many responsibilities and activities make your calendar a very crowded one.

In checking with the officials of the Association in charge of this convention they tell us that it is important to them to have speakers definitely scheduled so that they can go forward with the printing of announcements, etc. in the very near future. Unfortunately, therefore, it is not possible to hold this matter in abeyance at least for this particular convention. I would like, however, to reserve the opportunity to contact you at some future date with respect to some subsequent meetings of the Association.

Thanks again for your letter and I hope to see you in the near future.

Sincerely yours,

A. M. Green, Jr.
Vice President

AMG:prl

Cracked TIPTOP

CRACKED WHEAT

BANNER WHEAT

ROMANY RYE

THE STAR-END FAMILY OF BETTER BREADS

✓ ADMINISTRATIVE FILE ✓

Invitation

X American Bakers

■ Association Industrial

Relations Committee

X Ward Baking Company

May 20, 1955

Mr. A. M. Green, Jr., Vice-President
Ward Baking Company
475 Fifth Avenue
New York 17, New York

Dear Mr. Green:

I sincerely regret this long delay in writing you and
apologize for the oversight in acknowledging your kind
invitation of March 2 and your subsequent letter of
March 22.

It is not possible for me to at this time foresee my
calendar obligations far enough in advance to commit
myself to an engagement on October 3. Proposed labor
meetings and conventions for that time of the year may
undoubtedly require my attention and, much as I should
like to accept, this is not possible at this early date.
I trust I may have another opportunity to meet with you
and wish to express my appreciation to you and your
organization for the invitation extended to me.

Sincerely yours,

DB:aw
a

WARD BAKING COMPANY

GENERAL OFFICES
473 FIFTH AVENUE
NEW YORK 17, N.Y.



March 22, 1955

Mr. David Beck, President,
International Brotherhood of Teamsters,
100 Indiana Avenue (NW)
Washington, D.C.

Dear Mr. Beck:

Have you had a chance to consider my letter of March 2nd inviting you to be the speaker at the American Bakers Association Industrial Relations Committee Lunch at Atlantic City, Monday, October 3rd, 1955. I know that you are very busy, but if you could drop us a line at your earliest convenience, it would help us in making the arrangements.

Sincerely yours,

A.M. Grean, Jr.
Vice President

AMG:mm

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OLIVE OIL

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SEVENTH LUCIDERA
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ROMANY RYE

THE STAR END FAMILY OF BETTER BREADS